

**Navy Personnel Research and Development Center**

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**When We Listened, This is What We Heard!  
(An Analysis of the Written Comments  
From the 1991 Navy-wide Personnel Survey)**

**Susan N. L. Hollingsworth**

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13. ABSTRACT (Maximum 200 words)  The Navy-wide Personnel Survey was commissioned by the Chief of Naval Personnel in 1990 to collect data on the opinions and perceptions that enlisted and officer personnel had of life in the Navy. This survey is the second in the effort and will be administered annually to provide feedback on key issues such as (1) rotation and permanent change of station moves, (2) pay and benefits, (3) organizational climate, (4) the quality of life, and (5) AIDS education. A section was provided for personnel to make comments or express ideas about each area covered by the survey in addition to multiple choice items. This report contains an analysis of those comments.					
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## **Foreword**

This effort was part of the 1991 Navy-wide Personnel Survey (NPS) that was performed under reimbursable Work Unit 92WRP5522. The Chief of Naval Personnel sponsored the NPS, supported with Operations and Maintenance Navy Funding. This report presents an analysis of the written responses from personnel in each of the areas covered by the NPS, such as Rotation and Permanent Change of Station moves, Recruiting Duty, Pay and Benefits, Education Opportunities, Organizational Climate, Quality of Life, and AIDS Education.

Requests for other publications presenting results from the NPS effort should be made to Emanuel P. Somer, Division Head, Survey Research, DSN 553-9248 or Commercial (619) 553-9248.

The author wishes to thank Dr. Gerry Wilcove for his support and assistance.

**DELBERT M. NEBEKER**  
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# Summary

## Background

The Navy-wide Personnel Survey (NPS) is an annual comprehensive survey designed to gain feedback from Navy personnel regarding issues of importance to policy makers. Policies can then be formulated or adjusted accordingly. Issues addressed by the NPS include permanent items such as rotation and permanent change of station moves, recruiting duty, pay and benefits, educational opportunities, quality of life (QOL), organizational climate, and topical items such as women in the military and sexual harassment.

NPS 1991 was composed of multiple choice sections that could be electronically scanned and statistically analyzed, and a section where the participants offered their written comments. These self-generated responses provide a wealth of information that would remain untapped by the multiple choice format.

## Purpose

Comments often reveal the thoughts and feelings of naval personnel underlying impersonal statistical data. This analysis of the comments adds a third dimension to this, otherwise, two dimensional study. By including an analysis of the written spontaneous self-generated responses, a more complete picture is portrayed and the results become more meaningful.

## Method

Of the 13,232 surveys returned, 3,000 were randomly selected for analysis. The method used in this study was consistent with its purpose—to give the reader “a feeling for people they don’t know personally” (Plummer, 1974). In other words, depth was added to the quantitative results. Rigorous sampling procedures were not employed, nevertheless, a structured approach was followed. Each of the 3,000 surveys was examined to determine if there was any comment in the eight sections reserved for respondent’s comments. The first 50 comments accumulated in each section served as the basis for this content analysis.

## Findings

A more complete picture of the responses of naval personnel can be obtained by reading the comments themselves; however, the issues addressed in the comments can be summarized as follows:

1. Personnel, when commenting on *Rotation and Permanent Change of Station* (PCS) moves, focused on the various difficulties they encounter such as: (1) insufficient funds, (2) strain on dependents, (3) the need for more lead time, (4) a stronger emphasis on sponsorship programs, and (5) improvement of the claims program for damage or theft to household goods. The job of the detailer and the processes of rotation and detailing were also topics of consideration.

2. Comments approached *Recruiting Duty* from both specific and general aspects. The comments dealt with specific aspects such as: (1) the pressure to fill a quota, (2) the potential of recruiting duty to harm one's career, (3) the Career Recruiting Force, (4) lengthy hours, (5) strain on family, (6) the knowledge of the recruiter, and (7) concern about the retention of operational skill level. General evaluative comments were also given in which participants expressed divergent views. They either held a low overall opinion of recruiting duty or else they viewed it in a more positive light.

3. When discussing *Pay and Benefits*, personnel were most concerned about pay equity (e.g. whether naval personnel are paid as much as civilians). Military pay was frequently perceived as an inadequate compensation for the job done and any pay increases were also seen as inadequate. Comments also focused on the military health care and dental care plans.

4. Comments on *Educational Opportunities* focused on the availability of courses and the problems personnel encountered in their pursuit of further education. While expressing a desire for more information and counseling about educational program availability, personnel expressed satisfaction with the current educational opportunities.

5. Personnel offered their opinions about *QOL* issues. Pay and rotation of personnel were seen as factors affecting the QOL. Housing, on shore and on ship, was viewed as another major contributor to the QOL. Personnel also addressed Morale, Welfare, and Recreation programs, including child care and various recreational programs, and Family Support Services.

6. Comments about the *Organizational Climate* were primarily concerned with equal opportunity issues. The question of women in the Navy took center stage, while comments about sexual harassment and fraternization also received much attention. General comments on organization and administration were also addressed.

7. Personnel expressed concern about the current problem with Acquired Immune Deficiency Syndrome (AIDS) and underscored the importance of *AIDS Education*. They felt more teaching should be mandatory; and it should be up-to-date. More research, condom distribution, abstinence, and isolation were some suggested solutions. Various behavioral factors related to AIDS such as the homosexual lifestyle, the heterosexual lifestyle, and drug use were also discussed.

8. At the end of the survey, personnel were asked to make *General Comments* about any of the topics addressed in the survey. Personnel's comments, when appropriate, were integrated into their respective topic subdivisions. The remaining miscellaneous comments not subsumed under other topics are to be found in Appendix H along with evaluative comments about the survey in general.

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# **Introduction**

## **Background**

The Navy-Wide Personnel Survey (NPS) is an annual comprehensive survey designed to gain feedback from Navy personnel regarding issues of importance to policy makers. Issues typically include rotation and permanent change of station (PCS) moves, recruiting duty, pay and benefits, educational opportunities, quality of life (QOL), organizational climate, and acquired immune deficiency Syndrome (AIDS) education.

NPS 1991 questionnaires were mailed in December 1991 to a random sample of military personnel consisting of 23,821 enlisted and officers, with a projected rotation date of March 1992 or later. The sampling represented approximately 3% of the enlisted population and 11% of the officer population. Of the original sample, 704 surveys could not be delivered. Reminder/thank you postcards were mailed to the entire sample. During the 10 weeks the survey was in the field, 13,232 were completed and returned for an adjusted return rate of 57%.

## **Purpose**

The annual sampling of all naval personnel allows the identification and analysis of trends in opinions and attitudes that materially affect the performance and morale of Navy members (Quenette, Kalus, Hase, & Brinderson, 1991, Volumes 1, 2, 3, & 4). The 1991 NPS consisted of multiple choice sections and subjective sections where the participants were given the opportunity to respond with written comments. This report contains a content analysis of the comments section. Obtaining the results from analyzing the multiple choice basic data, supplies the Navy with a plethora of information; however, all that information is only two dimensional. By analyzing the self-generated written comments, a third dimension is added. This third dimension brings depth to an otherwise flat study. Additionally, since statistical analyses of data address the sample as a whole, an analysis of the individual comments can add a necessary personal touch.

When individuals are given the opportunity to submit written comments, they tend to voice their concerns and criticisms rather than their joys and satisfaction; thus, a negative picture is painted. For a more balanced picture, the reader should refer to the statistical reports by Quenette et al. (1991, Volumes 1, 2).

# **Method**

## **Organization of Report**

This report consists of two parts. Part one contains an overview of the comments received. Each results section, Rotation and PCS, Recruiting Duty, Pay and Benefits, Educational Opportunities, QOL, Organizational Climate, AIDS Education, and General Comments, is headed by a synopsis of the comments in that section. A summary sentence and a sample of the comments that best exemplifies each statement follows. Part two contains all 400 comments, presented in appendices A through H. Each of the appendices, A through H, is preceded by a table which provides the frequency of responses by category. Appendix I contains a definition of the acronyms found in the report.

## Sampling and Coding of Comments

Of the 13,232 surveys returned, 3,000 were randomly selected for analysis. The method used in this study was consistent with its purpose—to give the reader “a feeling for people they don’t know personally” (Plummer, 1974). In other words, depth was added to the quantitative results. Rigorous sampling procedures were not employed, nevertheless, a structured approach was followed. Each survey was examined to determine if there was any comment in any of the eight sections reserved for a respondent’s comments. The first 50 comments accumulated in each section served as the basis for this content analysis. The comments in each section were then divided into categories. Frequencies were calculated for each category. The narrative portion of the report contains statements reflecting those frequencies. All the 400 comments appear in the appendices by topical section and category. Each appendix is preceded by a table which provides the frequency of responses by category.

## Results

### Rotation and Permanent Change of Station

PCS moves, the detailee, and rotation were issues of concern to officer and enlisted personnel. PCS comments focused primarily on the negative financial impact of the moves and the hardship experienced by dependents. A variety of additional complaints were also touched on including the need for more lead time, more subsequent time to relocate, and more emphasis on sponsorship programs. It was also noted that the handling of claims for damage or theft of household goods needs to be improved. Comments about the detailee were almost all negative. In particular, the detailee was seen as being unaccommodating, uninterested in the individual’s career advancement, and even deceitful. Many personnel felt that the proportion of sea and shore duties should be equalized. The assignment process, as opposed to the detailee who implements it, however, was seen in a favorable light.

Comments about PCS moves addressed several different issues concerned with cost:

- *Invariably spend more than reimbursed on long distance moves. (O-4)*
- *In my four PCS moves, none of the allowances received covered the cost of the move. (E-7)*
- *I recently transferred from overseas to CONUS. It was very frustrating moving your family on the small allowance the Navy pays you to move. We really struggled to make ends meet. This is a common occurrence each time we move. (E-6)*

PCS moves are often hard on dependents. Recommendations were made to ease some of those problems and to improve existing programs designed to do the same (i.e., the sponsorship program). The problems of damage or theft of household goods and the subsequent handling of claims needs to be improved:

- *Commands should take more interest in incoming personnel. (i.e., enforce the sponsorship program and getting in touch with the service member and his/her family to help the transition!) (E-5)*

- *Personnel should be allowed more time to relocate family (10-15 days), especially to high cost areas. (E-6)*
- *PCS moves can be especially disruptive when dependent children are in high school. Every effort should be made to protect the stability of the family during these periods. (O-6)*
- *Inevitably, always experience damage and loss of personal property, which bureaucratic nightmare for reimbursement leaves bitter taste. (O-4)*

**The detailer suffered criticism in a variety of respects. Many personnel felt that the detailer was simply unaccommodating, but there were some who believed that the detailer was not knowledgeable or was even deceitful:**

- *I have always had very poor experience with the detailer. I have been made to feel like I am a bathroom tissue, used and forgotten, until next time. I feel very negative, I have never had the assignment that I requested. I have always begged for overseas duty, ship or shore, but I have only received overseas once, even when that was not the billet I requested. I have been lied to (by the detailer) several times. (E-6)*
- *I wanted to stay in the Navy, but I had no desire to be an electronics technician anymore because it wasn't challenging, and I don't plan to use it in the civilian community. I had no other choice, the detailer would not let me cross over to a physical security billet, when I said, "I will reenlist for 6 years and duty station is not important to me." The detailer said that I had no choice, I was going to be an electronics technician or I wasn't staying in the Navy. The detailer was very unhelpful and rude while I was trying to get any orders. (E-5)*
- *Detailer uninformed on current policies concerning transfers caused me to reenlist without benefits due to bad orders from detailer. (E-6)*

**A common criticism of the detailer involved his/her motives for filling billets. Some officer and enlisted personnel felt that detailers merely satisfied quotas or were unduly influenced by extraneous matters:**

- *Detailer seemed more concerned with filling a specific billet than with my professional development/personal desires. I understand that the needs of the Navy must sometimes prevail, but I am currently in a very difficult position regarding future assignments/potential for promotion, due to my last detailing experience. (O-4)*
- *My impression is that the detailer responds only to the community's "good-ole-boy" network. If you want something specific, it is wiser to lobby this network than to talk with my detailer. Also, I think the detailer responds to "bean counting" and just arbitrarily filling billets, regardless of logic which often counters some of these decisions. (O-3)*
- *Assignment process is politically influenced. Choice jobs given too much emphasis on "secret handshake" club and not by qualifications of competing officers. Need to place best qualified officer in a job, vice the "destined" officer. (O-3)*
- *I feel that detailers really do not care about your situation. All they are concerned about is filling a quota. (E-5)*

**Most personnel felt that the proportion of time allotted to sea and shore duty should be equalized:**

- *Equal sea/shore rotation for all rates and paygrades (3/3, etc.). (E-5)*
- *As a DS, I spend 4 years out to sea. I think that is too much sea time in one tour. The sea/shore rotation should be cut in half. If you spend 2 years at sea, you should spend 2 years on a shore billet. (E-4)*
- *Husband and wife should rotate together or not at all. If housing is unavailable, they should extend their present tour of duty until housing is available. (E-3)*

**Comments were generally favorable when rating the entire assignment process:**

- *Overall I am happy with the assignment process. However, I did have difficulties with my current assignment. Part of which was probably the fault of my past command but the detailer could have worked with me a lot more than what she did. (E-5)*
- *I am pleased with the current system. (E-6)*
- *Did not get what I wanted, but pleased with what I have. I like the geographic area now. (E-5)*
- *I have no special family needs. My wife is very much in favor of traveling. Our desire, ability to go anywhere, and at anytime has made 23+ years of assignments a pleasure. (O-6)*

## **Recruiting Duty**

The comments from personnel concerning recruiting duty were both specific and general, but most often evaluative. Specific concerns addressed the fact that recruiting duty was seen as a risky proposition with respect to one's career because the constant requirement to fill a quota was the criterion by which performance was judged. The formation of a career recruiting force was not seen as successful in improving the professionalism of recruiters. In general, recruiting duty was viewed as a job involving long hours and stress that would not be conducive to family life and could detract from one's career. In general, a fairly equal number of favorable and unfavorable comments were received on recruiting duty.

**Pressure to meet a quota was seen as one of the most unattractive features of recruiting duty and it could be harmful to one's naval career if quotas were not met:**

- *Use of quotas precludes a recruiter from going for quality recruits; if quota not met, bad evals/fit reps (or reassignment) results. Too much of a "hammer over the head" syndrome exists. (O-3)*
- *Recruiting duty is good for promotion only if you continue to fill your monthly quota. I think recruiting can either make you or break you depending upon if you meet your quota or not. I think maybe the Navy should concentrate more on quality rather than quantity. (E-5)*
- *My impression of recruiting duty is that it is a double-edged sword. If you don't "make your quota," then you do great damage to your future career. If you do well, you run the risk of getting stuck in a recruiting billet longer than you wish. (O-3)*

**The Navy's attempt to optimize professionalism in recruiting duty by having a staff employed for the sole purpose of recruiting, the Career Recruiting Force (CRF), was not met with favor by many military personnel:**

- *Yes, get rid of those CRF and let the recruiters run it. They (recruiters) are going back to the fleet and work with the people they put in. The CRFs don't care about the fleet anymore so they recruit some real winners. (E-6)*
- *I don't like the career recruiter program for the following reasons. (1) Recruiters should have the opportunity to work with the people they put in the Navy. (2) Career recruiters are not Navy members, but agents of the Navy, in my opinion. (3) Not everyone is cut out to be a recruiter. (W-4)*

**The long hours and stress of recruiting duty had negative appeal. For married personnel, these factors often meant that they would have to sacrifice their family life if they wanted to be a successful recruiter:**

- *Recruiting duty is made to sound so demanding that, although it may help your career, it will often break or has the potential to destroy a career or family. The work is not good if you have a family. I would like to try recruiting duty, but no job is worth potential damage to my family. (E-6)*
- *Much overtime spent with little reward! May have changed since my tour, but I suggest to have more recruiters or to lower goals. This will produce better quality applicants. (W-3)*
- *The complaint that came out the most was because of the quota requirements. They worked 7 days a week, 12- to 16-hour day for fear of not meeting their quota, and having their evals slashed, or worse busted, and sent to sea duty without even having completed the shore duty that they never had anyway, because they saw their family less on recruiting duty than on sea duty. (E-5)*

**Comments reflected the opinion that some recruiters were either uninformed or were dishonest about the programs being offered by the Navy:**

- *Recruiters should be kept up to date on all programs and rates the Navy has to offer. I wanted a public relations rate. No one ever even mentioned Journalist or Religious Planner. I was pushed into the Yeoman rating. (E-4)*
- *In almost 21 years, I've yet to meet anyone who feels that they were not lied to or somehow misrepresented. (O-3)*
- *Recruiters are still using false promises to bring people into the Navy. (E-5)*

**Apprehension was expressed that recruiting duty could take away from one's skill level:**

- *I think recruiting duty takes away from your skill level. Once you leave electronics for 3 years, I think you would lose the edge and familiarity with the gear that comes with an NGC. A duty station that takes you away from your skill, affects advancement because of change in your rate. (E-5)*
- *Recruiting duty is viewed as neutral, too detrimental, as it takes you away from your community and provides little towards warfare specialty development. Viewed as a way*

*to get stationed near hometown or college. Very few HS pilots that stay around and go for command have had recruiting duty. (O-4)*

**Some personnel felt that recruiting duty should be classified as sea duty because both are seen as being similar in many respects:**

- I witnessed how difficult RD could be. Recruiters endured long exhausting hours similar to sea. Recruiting duty should have 50% of tour being classified as sea duty. (O-3E)*
- Additionally, I see recruiting duty as sea duty without sea pay. The stress in the working environment is just as high, the hours just as long (working late and on weekends), but there are no tangible rewards. (O-3)*

**Based on the specific criticisms of recruiting duty, some personnel had a low overall opinion of recruiting duty:**

- I would get out rather than being assigned to recruiting duty. I have talked to many recruiters and former recruiters, and I find that the goals and the pressure to meet the goals are strongly disagreeable. (W-3)*
- Everyone that I have ever talked to who has been a recruiter sincerely and truly had nothing but bad things to say about it. (E-5)*
- Micromanagement at its best. I don't know what current recruiting goals or restrictions apply today. I hope never to find myself in a 9585 billet again! I did my time. (E-7)*

**Recruiting duty was seen by others, however, in a more positive light:**

- I'd like to do it! I was stashed at NRD, Philadelphia for 3 months. The second officer program was an interesting and fun job. (O-1)*
- I think that being a recruiter takes a great deal of character and patience. I really respect my recruiter and to be honest I wouldn't mind having his job. (E-2)*
- Recruiting duty might be the only thing that would keep me in the Navy. (E-4)*

## **Pay and Benefits**

Personnel expressed a variety of opinions on the pay and benefits offered by the Navy. Pay equity was an issue of concern for many enlisted personnel. Personnel felt that they are not being paid on a scale comparable with their civilian counterparts. They sometimes are not paid enough to meet their needs or for what they feel they are worth. Health benefits was another issue of concern. Most personnel expressed dissatisfaction with the existing medical and dental programs, and felt that the entire benefit program is deteriorating. Low pay and erosion of benefits were seen as the primary reasons for not staying in the Navy by those offering comments.

**Military pay didn't fare too well when compared with pay in the civilian sector:**

- Pay should be caught up to the civilian populace. And at least keep up with the annual cost of living increases. If the cost of living increases 5.8%, pay should also. (E-6)*

- *Our pay compared to the civilian community is enormously lower. Our pay raises should be more than 4.2%. We need to be within 4-5% of the civilian community pay so as family, we can enjoy ourselves and not always have to live from payday to payday. (E-6)*
- *I think people in the military should be paid more since you can get more money doing the same kind of work in the civilian world! (E-5)*
- *I feel that our pay should be equal to what government civilians earn, if not more. We risk a lot and give a lot of ourselves (Fleet sailors) and our pay should be a reflection of these sacrifices. (E-3)*

**The primary concern of some officer and enlisted personnel is that pay is inadequate to meet their needs and keep up with the cost of living:**

- *We have sailors who are eligible for food stamps. This isn't right. Quality of living is at the top of everyone's list. It's all talk. We don't support our words with the funding. (O-6)*
- *Concerned about how pay equates to actual cost of living. Pay appears to be below cost of living and when annual pay increases, it is below the annual cost of living increases. (E-5)*

**Comments revealed that military personnel felt that they are not being paid for what they're worth:**

- *We are defending our country and putting extra hours by standing watches and overtime. It seems this extra effort we put in doesn't count or it is not appreciated by people who control our Navy. Maybe it is because they don't know what the military life is all about. I still think we are underpaid for the quality of work we do. (E-5)*
- *The bottom line is we don't really get paid for what we are really worth and if the Navy is saving money with all the cutbacks and making it a smaller Navy, then couldn't the government afford to pay us more to help keep the good people in besides using SRBs, ACPs, and NOIPs as incentives? How's that for an idea to increase one's pay? (E-4)*
- *Military personnel, especially E-7 and below, are still lagging behind the economy by approximately 12%. This gap should be shortened considerably. Overall, the military in general is not being paid what we're worth. It's sad, real sad. (E-6)*

**Increases in pay were seen as necessary to close the gap with the civilian community; however, resentment was expressed when military pay raises were compared to civilian pay raises:**

- *I believe that all service members should receive a 10% pay raise. The raise will bring service members up to civilian counterparts pay scale. After a 10% raise, a yearly raise should be equal to the inflation rate to ensure service members don't drop below civilian pay rates. (E-5)*
- *Military people require increased pay and benefits, not only to support family members, but also to be competitive (pay wise) with civilian counterparts and to stay ahead of inflation. Basically, every pay raise that is not equal to inflation is a pay cut! And any pay raise less than a civilian counterpart is an insult. (E-5)*

- *It's depressing to watch the law makers (Congress/Senate) vote the military 4.2% while automatically increasing their own \$\$\$ or suggesting 50%. I'm not complaining about my standard of living, but it's ironic that certain members of the Senate can afford prostitutes to live in their homes (one of their homes) while I budget my children's clothing funds for the year. (E-5)*
- *Congress votes themselves 20 to 30% raises each year and we get a lousy 4%. Congressmen own 2 or 3 houses and the average military family lives below the poverty level. Who are the ones actually defending our country? The U. S. needs to stop wasting money on useless aircraft and equipment that will never be used and start taking care of its people!!!! For what we do and what we have to put up with, we are extremely underpaid. (E-6)*

**Extra pay for married personnel was viewed as discriminatory by some individuals while others felt extra pay should be given for certain duties that were comparable to sea duty, or that their sea pay should be increased:**

- *Why do married people get more pay than a single person, like separation pay when they're away from their family for so long? What about a single man or woman who are engaged to be married? They're away from their loved ones, what about an unwed man with a child he's taking care of? That is a loved one as well. This questionnaire was more slanted to a married person, not single person. The only question I'm asking is what about a single man? (E-3)*
- *Being on a forward deployed Tender, I feel we should receive continuous sea pay. We are currently the only ship home ported in Guam not receiving it. (E-5)*
- *Recommend to increase sea pay for O1E, O2E, O3E. As an O3E with 25 years service and 12 years sea duty, my sea pay is \$225.00. When I was CWO2 with 8 years sea duty, my sea pay was much higher. Please look into this matter. Thank you. (O-3E)*

**Comments about benefits focused on issues pertaining to health. Medical and dental coverage is one of the most important benefits being offered by the Navy; however, many found them to be unsatisfactory:**

- *CHAMPUS is not the medical coverage for dependents that all active duty people are told. The illusion of medical care for dependents that is not provided at a military facility will be covered by CHAMPUS is outrageous. (E-4)*
- *Next to impossible is to get CHAMPUS reimbursement. I have written letters and called and have always been forced to pay for care out of pocket. Military medicine is atrocious. Hospitals may be understaffed, but they are, in my opinion, poorly managed. If we run ships like our hospitals we would never get to sea. (O-6)*
- *Very dissatisfied with CHAMPUS! One of the benefits of the Navy is to provide medical care for dependents. In all cases in which CHAMPUS was used, it was because medical care was not available at the NAS Hospital. In all cases, ALL, costs were out of my pocket due to the deductible. I feel that if medical care is not available, ALL costs should be picked up by the USN. On the other hand, if care is available at the NAS Hospital and I elect to go elsewhere I have no problem paying the deductible. This is unsatisfactory!!! (O-3)*



- *The Delta Dental Plan is completely inadequate. It must cover many more common procedures to be helpful. (O-5)*
- *The Delta Dental Plan is not worth having. It doesn't cover anything which would make it worthwhile to have. (E-7)*

**Comments about other benefits focused on their apparent erosion:**

- *Overall the pay and benefits programs need a hard look with some definite revision. (E-7)*
- *The benefits are getting worse instead of better. For what a military is put through and asked to do, his or her pay and benefits need to be much better. (E-6)*
- *I feel that the benefits that we are being offered on my first enlistment have now eroded away almost to nothing. Satisfied with pay—although we are still not getting paid what we are worth. (E-6)*

**The low pay and lack of benefits are the primary reasons for not staying in the Navy or for not reenlisting:**

- *I enjoy my current employment very much but I have other responsibilities to consider. If you want quality people and expect them to stay in the military, then pay them accordingly! (O-2)*
- *I know a lot of sailors who have filed Chapter 13 (bankruptcy) and I have almost been there myself. If nothing changes soon, I will be forced to give up my career in this Navy as the pay is a negative benefit. (E-5)*
- *Medical/dental care for dependents must be reformed. Care for dependents is one of the most attractive benefits of military service, regardless of my current opinion concerning the quality/availability of care. Take care of dependents and sailors will be happy and happy sailors reenlist. (O-2)*
- *Navy pay is probably the biggest item that makes people get out. We need/deserve a big pay raise to catch up with the civilian community. (E-6)*

**Although the consensus of opinion expressed dissatisfaction with the current pay and benefits, there were a few satisfied personnel, albeit with qualifications:**

- *Satisfied with pay—although we are still not getting paid what we are worth. (E-6)*
- *Pay is adequate as a single person. Financial obligations are easily met. However, it is less than half of the pay I made as an entry level consulting engineer in the private sector. (O-2)*
- *CHAMPUS is okay, however, the loopholes in provider's facilities is outrageous. (W-2)*
- *I've been satisfied with basic pay and happy to receive a pay raise annually. As far as medical, I've been satisfied overall with treatment for myself and family. (E-5)*

## **Educational Opportunities**

Comments focused on the desire for increased educational opportunities. Personnel felt more classes should be offered and more provisions should be made for the attainment of advanced degrees. Personnel also believed that offering more leadership classes would be beneficial, especially if the classes could be taken prior to need, and were made mandatory for certain grade levels. Problems encountered in the attainment of higher education were also primary concerns. Deployment schedules often conflicted with school schedules making it virtually impossible to attain a degree while on sea duty. Course availability and a lack of sufficient study time were also seen as problems on shore duty. Some personnel were satisfied with the educational opportunities offered by the Navy. While others felt that more needs to be done to inform personnel about the availability of various programs. The ESO and CCC officers were seen as unable to supply necessary information. Total Quality Leadership (TQL) was viewed favorably.

Personnel expressed a desire for more classes. They wanted more basic courses, a broader spectrum of courses offered, and more opportunity to pursue advanced degrees:

- *I feel that there are not enough courses given. The more important ones that are basic. There isn't a broad enough spectrum to choose a degree. (E-3)*
- *More programs needed to become available to the enlisted people. (E-3)*
- *Opportunities for officers to achieve degrees outside of PG or war college should be made accessible as permissive duty assignments. That way, quality personnel can remain in the service vice getting out. (O-3)*
- *Why isn't there a masters degree completion program available for CWOs? (W2)*

There was a perceived need for more leadership classes, especially if they could be taken prior to need. Some personnel felt that leadership training should be made mandatory for certain grade levels:

- *NAVLED (LPO/CPO) and LMET schools should include E-5s due to the fact that small commands have E-5s as LPOs, and E-5 petty officers would benefit from the advanced training before assuming the role as LPO at their commands. (E-5)*
- *I believe that leadership classes and/or seminars should be available more often for junior personnel. This will develop an understanding between different paygrades about their jobs, responsibilities, and privileges among other things. Personnel will have an increased interest in advancement and goal setting. (E-5)*
- *I think there needs to be more funds provided for programs such as LMET. I would like to attend but am always turned down because I am E-5 and not an E-6 or E-7. E-5 personnel going up for E-6 should develop leadership skills prior to being required to use them when they make E-6. Most of the time E-6 or above are in a leadership position and would be at an advantage to learn leadership at E-5 level and practice those skills before they are actually made supervisors and managers. Also, it seems impossible to get a "C" school. What do I have to do to be privileged enough to attend. (E-5)*

**A lack of sufficient study time to pursue an advanced degree and class availability were seen as problems for those on sea and shore duty:**

- *Always has been and always will be impossible for officers to pursue education during sea assignments. Usually opportunities are good during shore assignments. (O-4)*
- *At my current command there just isn't enough time to further my education, which is the biggest disappointment I have. The reason I came into the Navy was to get a college education. I was told there would be plenty of time; well there's not enough time to change the oil in my car let alone further my education. (E-5)*
- *One of my biggest problems with attending college is this base does not offer classes during lunch hours and my supervisor will not give me time off for it, if it was available at other times. (E-4)*
- *The education program is alright to a point. Not all programs are explained nor are they available to all personnel. (E-3)*
- *College education is not readily available at all duty stations. (O-3)*

**Some individuals felt that information about the educational opportunities offered by the Navy and information about class availability was hard to get. The CCC and ESO officers were faulted for their inability to supply the necessary information:**

- *Not enough information is given for educational opportunities at my command. I have to go to the college to obtain more information and my supervisor has questioned the importance of my education to the work center. (E-3)*
- *There should be more programs available for sea billets. An investigation of ESO and command career counselors and their work should be done. (O-3E)*

**Some individuals were pleased with the educational opportunities offered by the Navy:**

- *Navy sent me to NPS! Thank you! Best opportunity I could have hoped for. (O-4)*
- *The Navy does an exceptional job of providing educational opportunities. (O-4)*
- *The educational opportunities available in the Navy are among the finest offered by any employer anywhere. A major reason why I'm staying in the Navy. (E-4)*

**Total Quality Leadership was viewed favorably:**

- *Many commands are seeking to develop awareness of TQL fundamentals and techniques through non-Navy seminars and conferences. It is very important that we provide formal Navy training on all aspects of "Total Quality Leadership" to our service duty personnel as soon as possible. (O-5)*
- *It is high time the Navy adopted Total Quality Leadership. Training in TQL must be made available to everyone, officers and enlisted, from PO3 to CPOs and Officers. We should receive progressive training from commissioning source through SWOs Division Officers, SWOs Department Head, and particularly at the prospective XO and prospective CO levels. If not, TQL will never happen. LMET teaches outdated*

*manipulative concepts, like management by objectives. These processes are recognized as manipulative by sailors and are resented. (O-3)*

## **Quality of Life**

The primary issue affecting the QOL dealt with pay, which was seen by personnel as insufficient. This insufficiency was even more pronounced for single personnel. The inequity of pay between married and single personnel was viewed as discriminatory. Too much time spent at sea was also seen as detrimental to the QOL. There were some individuals, however, who were satisfied with their QOL. Housing was another major issue affecting the QOL. Housing on shore and accommodations on board ship were seen as inadequate and of poor quality. Thievery was seen as a problem on board ship, exacerbated by the small living quarters. Personnel expressed pro and con opinions when discussing Morale, Welfare, and Recreation (MWR) programs. Individuals expressed dissatisfaction with Family Support Services (FSS). The lack of adequate child care programs and facilities were major concerns and individuals expressed dissatisfaction with FSS.

**Pay was the primary issue affecting the QOL. It was perceived as inadequate to maintain a quality standard of living:**

- *"Getting by" is a better term. Not as bad as some, not as good as those who work similar hours, separation time. (O-3)*
- *The only reason I can afford my apartment is because my wife works full-time. The cost of living is higher than what the Navy thinks. I could live in a lesser quality place, but I would feel unsafe and would worry about my wife on my over night duty days. (E-4)*
- *My quality of life is degraded in the area I am stationed, due to the fact that my entire income is used to maintain a quality life style for my family. I have to ask myself why my family pays for a military career? (E-8)*
- *My greatest concern about the quality of life in the Navy is the difference between married sailors' income and single sailors' income. (E-6)*

**Some individuals felt that the amount of sea duty was directly proportional to the QOL:**

- *I marked overall quality of life "low" since I am stationed for 12 months away from my wife, but she has a nice place to stay. (O-3)*
- *Too much sea time brings the quality of life way down! (E-5)*
- *Quality of life is directly related to sea/shore billet. Quality of life at sea is not good! Sure, the professional and adventure aspect is high, but quality of living is not. Shore duty quality of life is prima! (O-2)*

**There were a few individuals who were satisfied with their QOL:**

- *Now that I have been in the Navy for a year and half my quality of life has improved mentally and financially. I am appreciative of the source of learning I am apprehending. (E-2)*

- *I am single and renting a house off base. I generally find that I can afford most of the things that I need and live a comfortable moderate life style. (O-3)*
- *I am very well satisfied with my quality of life. (E-6)*

**Housing was another major factor influencing the QOL. Housing on shore, in continental United States (CONUS), and overseas was seen as inadequate, old, and scarce:**

- *I am very dissatisfied with my living space. I have been placed in substandard military housing and it is barely liveable. I think the Navy should provide better for its own. (E-4)*
- *In the Navy leased housing we live in now, we have six people per room. Now, you get six people putting food in one refrigerator and it gets messy and crowded. Three or four to a room would be more liveable. (E-5)*
- *Housing is grossly inadequate, especially in high cost of living areas. housing is old and needs renovation. Waiting periods too long. (O-5)*
- *I live in Naples—the quality of living is awful. Lose water and electricity regularly, and break-ins occur often. (O-3)*
- *The housing in Kelfavik is awful. A good portion of the quarters are old and in disrepair. Child care is not a good situation, especially for watch standees! (O-5)*

**On board ship, living was viewed unfavorably. Along with inadequate living conditions, thievery was a problem:**

- *I flat out hate my living condition on board USS JASON. Just in the last five minutes I was assaulted, can't report it. No one ever sees anything so cases are dropped. I've had my locker broken into 5 times in the daytime and no one sees anything. Since I've been here, I've had close to half of my stuff stolen. (E-2)*
- *There are too many thieves in the Navy. Even though you try to keep things locked up it seems they find a way to steal your possessions. This way of living has greatly decreased my chances of staying in the Navy. (E-3)*
- *I live in enlisted berthing on a ship. I have to keep everything (which isn't much) locked up to keep it from walking off. I can't afford an apartment. I don't feel like I have a life much less enjoy it. (E-4)*

**MWR programs were deemed valuable by some personnel, while others felt they could be improved:**

- *The MWR program provides a variety of things to do and it has affected my life in a positive way. (E-3)*
- *I fully enjoy the services provided by MWR and strongly believe in the program. (O-3)*
- *MWR programs are vital to maintaining a quality of life that is conducive to having a person decide on a military career. (E-9)*

- *The MWR Program here is very poor. They make a lot of money but do very little in supporting staff and students. (W-2)*
- *MWR programs are a waste of U.S. tax dollars. (O-4)*

**In particular, child care services were seen as needing improvement:**

- *Child care is not convenient or affordable. Home day care is scarce. Big problem here! No facilities provided for social gatherings. (E-7)*
- *The child care program here is crazy, because I've been on the waiting list for 12 months. By the time I get day care, I hope to be leaving this place. (E-4)*
- *You need more or larger child care centers—big morale issue. We use Air Force MWR Programs. The Navy's NDW is non existent. (O-3)*
- *Child care at military bases is too expensive. (W-2)*

**Concern was expressed about some specific recreational MWR programs:**

- *I would like to have a golf course on base for my recreational needs. (E-7)*
- *I am very concerned about the O Club and its future at this base. (O-3E)*
- *No officers club at present duty station. (O-5)*

**Personnel expressed dissatisfaction with FSS:**

- *Navy relief isn't working in all emergencies or cases. It has to be death or life or stricken to the lowest extent for anyone to get help from them. Unsatisfactory, unfit, and very stupid. (E-3)*
- *Although my wife is a Navy member, the ombudsman network did not work for her during my deployment in Desert Storm. She had no contact, apparently because she is military and didn't need it. Overall, unsatisfactory. (O-4)*

## **Organizational Climate**

Integrating women in the Navy was foremost in the minds of many personnel. Some personnel felt women should not be assigned on ships and that women were given preferential treatment. Education was seen as a solution by some personnel to the age old battle between the sexes. Others saw the integration of women into the Navy as a political battle. Some individuals had general comments on sexual harassment issues, and some felt that the Navy's policy on fraternization was unrealistic, vague, and in need of restructuring. Some organization and administration difficulties, including micromanagement, were perceived as growing problems in the Navy.

**Many personnel felt that women should not be assigned to ships and that women are sometimes given preferential treatment:**

- *I feel women aboard ship are asking for unwanted pregnancy and will turn naval combatant ships into a potential whorehouse. (E-4)*

- *I strongly disagree with women serving on board submarines, combatant ships, and combat aircraft for the simple reason that I do not want to put my life in a woman's hands when under attack by hostile forces during wartime situations. (E-3)*
- *Females on board combatant ships, particularly submarines and other ships with lengthy operational commitments is totally unsatisfactory. I believe such policy decision would radically affect the Navy's EO prowess in an adverse manner. (E-5)*

**Some personnel saw education as a solution to the age old battle between the sexes:**

- *I think the Navy has the right idea of battling sexual harassment and equal opportunity issues through education. (O-3)*
- *The key is to educate people from the beginning on behavior between the sexes. Women are in the Navy for good. We have to put out more effort to form proper attitudes between men and women—until then, there will be no equal opportunity. (O-3E)*

**Others saw the integration of women into the Navy as a political battle:**

- *This issue of women on/in combat ships, aircraft, and subs is a political battle—not one of equality. Women deserve to be treated equal! But, until the laws can support a truly equal environment, the disparity will continue to drive a wedge between the sexes. (O-4)*
- *I don't like women's groups, etc. Let's promote equality in absolute terms not from a stand point of redressing past wrongs. Politically correct, isn't correct. (O-4)*

**Sexual harassment issues were a concern to many individuals:**

- *In response to the sexual harassment, when I made a person aware that I found the behavior offensive, they stopped. (E-4 female)*
- *Sexual harassment is a joke. Most of the women I know of in the Navy have dirtier mouths than I do, that is, until a male member comes around. They don't appreciate that sort of talk. (E-6 male)*
- *I do not agree that the Navy is progressing towards an equal Navy between men and women when there are too many differences and unequal benefits between the sexes. Why is it if a woman mentions sexual harassment, the man is automatically guilty? It seems to me that sexual harassment is now a convenient way for women to get what they want. (E-6 male)*

**Fraternization issues were also a concern for many personnel. They felt the policy was vague and unrealistic. A clarification of the policy and more guidelines were believed to be necessary:**

- *The greater the effort to integrate the sexes on board ships, the less relevant fraternization standards become. (O-5)*
- *The policies on fraternization are vague and vary from command to command. The commands that seem to function the most smoothly in this area are the ones where the CO posts his policies upon taking the helm. All COs should follow this practice. (O-3)*

- *Some fraternization rules are unrealistic, especially on ships. Where you have males and females together in such a close environment for long periods of time (e.g., med cruise) people will get involved. (E-7)*

**Some individuals believed that the policy on fraternization should not apply within the chain of command:**

- *In response to the fraternization, I think it is wrong for officers and enlisted to date within their chain of command. However, I do think that it is permissible for officers and enlisted to be friends. I think it makes for better working atmosphere and causes fewer communication problems. (E-4)*
- *I feel that if the people involved in a relationship are not in the same chain of command, they should be able to have that relationship. (E-4)*
- *I think the Navy policy on fraternization is wrong. I feel, unless one of the members is doing the other's job performance evaluations, it shouldn't matter what type of relationship you maintain. (O-1)*

**A few individuals commented on equal opportunity issues in general and reverse discrimination in particular:**

- *I feel affirmative action and "quotas" are wrong! I feel there should be one mental and one physical standard set for every billet. Anything else is wrong. If everyone has to pass the same test to achieve their position, there would be a lot less doubts and second guessing and the Navy would be able to grow in positive directions. (E-5)*
- *Women take up too many jobs that they cannot do as well as a man. In most cases of manual labor women cannot perform as needed. I feel discriminated against because I am not a woman. I don't like having women in the Navy. (O-4)*
- *The Navy in its efforts to show how nondiscriminatory they are, are now reverse discriminatory toward white males. In the Navy, there has been a big upswing on new promotions and officer programs for so-called minorities and women, with none I have heard of for the white male. With this, I believe the Navy causes its own racism where none previously existed. (E-5)*
- *Females should be allowed in any male programs as long as they can perform up to speed. There should be no special treatment. It feels like reverse discrimination. (E-5)*

**Some organization and administration difficulties, including micromanagement, were perceived as growing problems within the Navy:**

- *The organizational climate has been deteriorating. While upper level information (JCS, CNO) has been forthcoming, lower level CNAL, TYPE WING, FUNC WING leadership has been indecisive. My impression is that rather than trying to deal with how to restructure the Navy to meet future changes, current leadership is clinging to the past, trying to preserve or justify their own existence. I think this impression and disappointment (especially in the VP community) goes very deep. Not a happy time to be in Navy Air. (O-5)*



- *Often decisions in our chain of command are made and changed on a continual basis. The constant restructure of key positions in the chain does not allow for continuity. Often new faces bring new changes, however, when a new face brings new change and then is replaced by yet another new face, all is lost in the confusion. People at the middle and upper levels of management need to remain in position in order to allow their position and the chain to function smoothly. (E-6)*
- *The command I am presently stationed with is very micromanagement oriented. This frustrates the senior enlisted personnel and sets a poor example for junior officers. (W-2)*
- *There is an entirely too much micromanagement in the Navy. (E-4)*

## **AIDS Education**

Many of the comments on AIDS education were unfavorable—that is, some personnel felt the Navy is not doing enough to give out necessary information. Individuals expressed the belief that more information and training are needed to combat the current AIDS problem. Contrary to the majority opinion, some individuals believed that the Navy is providing sufficient information and doing an overall good job. Recommendations were forthcoming concerning the Navy's preventative actions and the individual's responsibility for controlling their own sexual behavior.

**A number of personnel felt that the Navy's program for AIDS needed improvement, more training, and more up-to-date information for all hands:**

- *Need continuing and up-to-date information on this subject due to its magnitude. (E-5)*
- *Are commands supposed to train and teach? If so, lets enforce this issue with strong pressure and hold every one accountable. (E-3)*
- *More information and training is needed. I believe it is taken very casually and within the Navy community, it is generally felt that it is not a problem because we are tested annually. (E-5)*
- *Education on AIDS is very weak. A lot of people know that AIDS is bad but are not exactly sure what it is. They just know that AIDS kills. (E-6)*

**Some personnel believed that the Navy is doing a good job in AIDS education:**

- *AIDS education has come a long way. Keep up the good work. Keeping people informed of this deadly disease will keep the spread of AIDS to a minimum. (E-7)*
- *The video, "A Soldier's Story," was the most informative instruction I've ever had and it sticks with me even to this day. (E-4)*

**Others felt they had enough:**

- *If someone doesn't know about AIDS by now, you are wasting your time and my money! (E-7)*
- *Overkill for informed individuals. As a faithfully married man, I know more than I want or need to. (O-3)*

**Recommendations were forthcoming concerning the Navy's preventative actions in the fight against AIDS—ranging from mandatory education and more research, to condom distribution, to abstinence:**

- *AIDS education should be included in all the Navy's formal training programs starting from boot camp training all the way up to LMET/NAVLEAD. (E-7)*
- *Combine the knowledge of all the top researchers in the world and have them work closely together for a cure on AIDS and cancer. (E-3)*
- *I think that AIDS should be stressed more in the military than anywhere else. I also think that condoms should be passed out free of charge. (E-5)*
- *Why are we afraid to teach abstinence? Shame on the chaplains. It is the safest and most morally correct sexual practice outside of marriage. If you don't fool around, you can't get it from sex. Get the chaplains on board with proper training here! (O-5)*

**Some heterosexual behaviors, the homosexual lifestyles, and the use of drugs were seen as contributing factors in the onset of AIDS:**

- *I feel that a lot of military persons are in danger of being exposed to AIDS because of peer pressure, the Navy slogan "a woman in every port," being away from their spouses so much, and not being careful when they do "mess around." I don't feel bad for the stupid people, I feel bad for the "faithful" spouse that may suffer from this other person's stupidity. (E-4)*
- *The true problem is lack of moral fiber in our country. Homosexual behavior and drug use should not be tolerated in the Navy. I think we need to reestablish basic principles in the Navy which sends this kind of message. It is not OK to be gay and to have sex in every port. (O-3)*
- *If she is not your wife leave her alone and you won't get AIDS. If he is not your husband leave him alone and you won't get it. (E5)*
- *Drugs/needles and the Navy do not mix. Leave them alone and AIDS will leave you alone. (E-5)*

**Alternative behaviors and solutions were suggested:**

- *I believe that alternatives to drinking and bar hopping, such as campaigning for any kind of tours in the local area with folks from that area, or a big push for the local USO with dances, would get a control on the subject matter. This, plus maybe making a film of an AIDS ward at a hospital and a portion of the film would include the family members who are left behind. (E-7)*
- *AIDS is a fatal disease. Those with it should be isolated from society. Though the risk of getting it from casual contact are remote, lung infections (TB) and other diseases that AIDS infected people are more likely to contract, make them unwanted in the work place and a danger in a first aid or combat injury situation. The virus masks itself so well that people infected with the virus might not show symptoms for 8 months to a year. Don't fool with it! (O-5)*

- *I feel that a new approach should be taken, is it enough to educate about the dangers of AIDS or should more be done? Yes, is my response, starting with the removal of known AIDS infected countries from ports of call. To keep men out for many days, weeks, and even months and then deposit them in a place that caters their every desire is inherently dangerous. I think the Navy has to step back and seriously examine this practice. (E-4)*

## **General Comments**

At the end of the survey, personnel were asked to make comments about any of the topics addressed. The category of QOL received the most attention while the category on AIDS education received no additional comments. All of the additional comments about the various topics have been integrated into their respective topic subdivision.

Personnel also commented on the survey in general. Opinion was divided almost equally between favorable and unfavorable comments. Some thought the survey was excellent, while others felt it was too long or a waste of time and money. Some individuals expressed hope that their comments would at least be read even if they could not make a difference. Further comments about the survey and other miscellaneous comments not subsumed under other categories, can be found in Appendix H.

### **Survey positive responses:**

- *This survey is fine. (O-4)*
- *I'm damn glad ADM Zapp is heading the BUPERS team and is pushing for the survey. (O-6)*
- *I took my time (liberty time) to fill this out, will it be read? By computer or human? I would like feedback, if possible. Some of my suggestions may be out of the question, but they are my opinion. Overall excellent! Questionnaire additions: Navy evaluation & awards, Basic Navy-Wide programs. (E-7)*

### **Survey negative responses:**

- *The general consensus in my work office is that this survey will be thrown away because I am a white male and my opinion doesn't count. (E-6)*
- *The survey is too long. (E-4)*
- *Another waste of time survey! (O-6)*



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**Appendix A**  
**Rotation and Permanent Change of Station Moves**

## Rotation and Permanent Change of Station (PCS) Moves

Table A-1 presents summary information of the response frequencies of the comments concerning Rotation and Permanent Change of Station moves.

**Table A-1**

### Rotation and Permanent Change of Station (PCS) Moves

Category Name	Sub-Category	Response Frequency
PCS Moves	Not Enough Money to Cover Cost	6
	Hard on Dependents	3
	Need More Lead Time	3
	Sponsorship Emphasized	2
	Damage or Theft of Household Goods	2
Detailer	Not Accommodating	8
	Extraneous Influence	3
	Pressure to Meet Quotas	3
Rotation	Sea and Shore Duty Should be Equal	8
	Sea Duty too Long	2
	Married Couples Should Rotate Together	2
	Rotation Should Vary According to Rank and Preference	2
Detailing	Satisfied With Assignment Process	5
Miscellaneous	Comments not Subsumed Under Other Categories	3

Note. The total of the frequency column may exceed the number of respondents (50), because individuals sometimes addressed more than one topic in their comments.

### PCS Moves

#### Not Enough Money to Cover Costs

*I recently transferred from overseas to CONUS. It was very frustrating, moving your family on the small allowance the Navy pays you to move. We really struggled to make ends meet. This is a common occurrence each time we move. (E-6)*

*In my 4 PCS moves, none of the allowances received covered the cost of the move. (E-7)*

*Overseas assignment process should include filling out financial counseling form, with copy to be sent to new command for review. Large number of personnel assigned to overseas duty arrive at new duty station in financial trouble after easily receiving advance pay and advance whatever else they can receive. (E-8)*

*I don't think incentive pay rates are adequate for duty moves. Rate seems fair when compared to cost of moving company, but it seem out of proportion with cost of gasoline, moving truck, and associated rental fees. (W-2)*

*Invariably spend more than reimbursed on long distance moves. Inevitably, always experience damage and loss of personal property, which bureaucratic nightmare for reimbursement leaves bitter taste. (O-4)*

*If in military housing at our duty station, I feel that family should be allowed to stay until same is available at next. I feel we are not adequately compensated for PCS moves. There are more factors than just moving household goods. When we move, we receive 2 months BAQ dislocation. Each time I move, I end up spending twice that much. On the economy, no housing available for Junior Officers. I was moving better as a TMC 7 in quarters than an O1E on the economy now. We were not able to deduct on taxes because we do not own a home. It cost me \$2,333.00 just to walk in the door of the house we rented. It took my wife 3 years just to learn the Orlando area. Then we moved to New Jersey. We have made 5 PCS moves in 16 years. We have lost money on each. (O1E)*

### **Hard on Dependents**

*The current assignment is great career-wise, but the orders were extremely hard on family because of the way the detailing was done—short notice (8 weeks). (O-6)*

*I really dislike moving cross country due to fact that I am a married man with dependents. Moving from place to place has been rough. (E-9)*

*PCS moves can be especially disruptive when dependent children are in high school. Every effort should be made to protect the stability of the family during these periods. Moving is a must in our line of business, however, sometimes it is difficult to convince family members when many service members have been fortunate to "homestead" in one location for a considerable number of tours. Every effort should be made to insure we all have an opportunity to experience the joys of moving. Moving is costly and deserves serious consideration for a "reasonable" compensation package by paygrade. Initial costs are minimal compared to long range increases in mortgages/rents due to inflation/cost of living increases compared to a family that has been fortunate to homestead over a 10- to 15-year period. (O-6)*

### **Need More Lead Time**

*Personnel should be allowed more time to relocate family (10-15 days), especially to high cost areas. (E-6)*

*If an active duty service member is well aware of a PCS move, within 4-6 months, that member should be allowed to be put on a military family housing list, where available. (E-5)*

*The current assignment is great career-wise, but the orders were extremely hard on family because of the way the detailing was done—short notice (8 weeks). With better advanced planning, the AED detailee could have ameliorated this situation by, for example, giving several in-zone candidates for the job a heads-up, that if promoted, they were the first, second, and third choices to go into this billet. This would have at least allowed more advanced planning for the families involved. (O-6)*



## **Sponsorship Emphasized**

*Commands should take more interest in incoming personnel. (i.e., enforce the sponsorship program and getting in touch with member and family to help the transition!). (E-5)*

*Need to push the sponsor program and welcome aboard packages. Very expensive, should allow members to utilize advance pay methods without harassment. (E-6)*

## **Damage or Theft of Household Goods**

*PCS move to Puerto Rico was very negative. Lots of damage to household goods and theft of goods. Navy should monitor closely PCS moves and review their claim policy. (E-5)*

*Inevitably, always experience damage and loss of personal property which bureaucratic nightmare for reimbursement leaves bitter taste. (O-4)*

## **Detailer**

### **Not Accommodating**

*I feel I was denied a billet as an instructor in Bethesda because of the number of my dependents. The detailer told me I could not get the billet because the Navy wouldn't pay to move me and my family from Hawaii. I was definitely denied a billet that would help me in my career because I chose to have more than two children. (E-6)*

*I wanted to stay on the East coast. When I was commissioned, I was sent to a carrier on the west coast. I do feel the detailer did his best to accommodate me, however, the needs of the Navy come first, and I understand that. (W-2)*

*I have always had very poor experience with the detailer. I have been made to feel like I am a bathroom tissue, used and forgotten, until next time. I feel very negative, I have never had the assignment that I requested. I have always begged for overseas duty, ship or shore, but I have only received overseas once, even when that was not the billet I requested. I have been lied to (by the detailer) several times. On an ABF, I completed ABF-A & C school. I have only worked as an ABF, total time out of 21 years, about 4 years. What good did all the training do for me? I get evaluated in paygrade as the other rated person that have received the training of that rate, which I am only TAD to (MAA, shore patrol, mail clerk, ABE, ABH, DC Sup). This caused my performance to always be rated low. When I learn the job, I get moved on to start all over again. Example, I spent six months on ship MAA, working under a lazy rated MAA, I returned to the division for 1 day before I was TAD to the mess deck MAA. I was E-6 trying to learn from an E-4 MS. That is why I feel very negative about the detailer. Thank You. (E-6)*

*Detailer uninformed on current policies concerning transfers caused me to reenlist without benefits due to bad orders from detailer. (E-6)*

*I wanted to stay in the Navy, but I had no desire to be an electronics technician anymore because it wasn't challenging, and I don't plan to use it in the civilian community. I had no other choice, the detailer would not let me cross over to a physical security billet, when I said, "I will*

*reenlist for 6 years and duty station is not important to me." The detailer said that I had no choice, I was going to be an electronics technician or I wasn't staying in the Navy. The detailer was very unhelpful and rude while I was trying to get any orders. (E-5)*

*My last interaction with my detailer was the most frustrating of any previous assignments. None of the duty stations I inquired about (more than six) were available although, afterwards, I found out an opening did exist. Each phone call resulted in a new cost and completely different geographical location and type of billet than what was discussed. After more than 5-6 phone calls, I was then given the ultimatum of taking an unaccompanied (1 year) or accompanied (2 years) overseas tour, which had never been discussed in our previous phone conversations. After accepting the unaccompanied tour, the detailer would not honor this until several phone calls and a month later. He did not want me to accept the 1 year billet although that was exactly what was offered to me. Several months later he (the detailer) called and offered me this current assignment. I accepted but only after months of preparing for an unaccompanied overseas tour. (O-4)*

*The detailer was extremely negative about my current assignment. He bad mouthed this station and tried to make me feel very bad about taking it, but I did anyway, because I wanted stateside duty. I have always had a difficult time dealing with the detailer, NSGA Ft. Mead, MD. (E-7)*

*I think it's pretty bad when a career sailor is put at the bottom of the list for orders (you can take what is offered or you can get out)! It seems like the Navy is trying to get out of paying a retirement. (E-6)*

### **Extraneous Influence**

*Assignment process is politically influenced. Choice jobs given too much emphasis on "secret handshake" club and not by qualifications of competing officers. Need to place best qualified officer in a job, vice the "destined" officer. (O-3)*

*My impression is that the detailer responds only to the community's "good-ole-boy" network. If you want something specific, it is wiser to lobby this network than to talk with my detailer. Also, I think the detailer responds to "bean counting" and just arbitrarily filling billets, regardless of logic which often counters some of these decisions. (O-3)*

*I think so-called "good assignments" go to people who have personal connections with the detailer shop. I submit "dream sheets" regularly, but never come close to receiving requested assignments. In fact, when I've been asked to be specific about where I do not desire to go, that's where I've been sent. It's a joke! (O-3)*

### **Pressure to Meet Quota**

*Detailer seemed more concerned with filling a specific billet than with my professional development/personal desires. I understand that the needs of the Navy must sometimes prevail, but I am currently in a very difficult position regarding future assignments/potential for promotion, due to my last detailing experience. (O-4)*

*I feel that the detailer really do not care about your situation. All they are concerned about is filling a quota. (E-5)*

*Detailer quality changes with each assignment. My current detailer is a superb communicator who really cares to meet both personal and professional needs. The previous detailer was only concerned with filling billets. (O-5)*

## **Rotation**

### **Sea and Shore Duty Should be Equal**

*I feel QM rotation should be 3 years sea, 3 years shore. (E-5)*

*Equal sea/shore rotation for all rates and paygrades (3/3, etc.). (E-5)*

*The current idea of having SWOs stay on 10 years of consecutive sea tours to remain on the command track is totally unsat! (O-2)*

*CO's orders should also be 36 months aboard ship vice 18-24, less hardship for the crew. (E-8)*

*I think the sea/shore rotation should be exactly equal for all petty officers. (E-5)*

*Need to make rotation even up to 36x36 months (No longer or extension). (E-8)*

*I think rotation for my particular rate should be close to 50/50. (E-5)*

*I'm hoping sea/shore will start becoming more even in some rates. As an electrician (aviation), mine's about 50/50 (48/48). Some rates favor more shore time than sea. I guess I could always cross rate though. (E-4)*

### **Sea Duty too Long**

*They keep extending our sea rotation and shorting shore duty. I don't think it's fair to the male sailor in my rate, we spend too much time at sea. I would like to see it change back to 42 shore/36 sea like it was. (E-5)*

*As a DS, I spend 4 years out to sea. I think that is too much sea time in one tour. The sea/shore rotation should be cut in half. If you spend 2 years at sea, you should spend 2 years on a shore billet. (E-4)*

### **Married Couples Should Rotate Together**

*Husband and wife should rotate together or not at all. If housing is unavailable they should extend where they are until housing is available. (E-3)*

*My wife and I are both active duty military (USN). I am having problems being reassigned as we are both at separate sea commands. Why does it take up to a year to reassign me? Our deployment schedules are tearing us apart. (E-5)*

### **Rotation to Vary According to Rank and Duty Station**

*Reevaluate sea/shore rotation to include females at sea on combatants, more CONUS/shore assignments to sea assignment ratio (2 CONUS/1 sea). (E-5)*

*Sea/shore rotation for ABH should vary with rank and duty station preference, and assist family development. (E-4)*

### **Detailing**

#### **Satisfied With Assignment Process**

*Overall I am happy with the assignment process. I, however, did have difficulty with my current assignment. Part of which was probably the fault of my past command but the detailer could have worked with me a lot more than what she did. (E-5)*

*Did not get what I wanted, but pleased with what I have. I like the geographic area now. (E-5)*

*I am pleased with the current system. (E-6)*

*Detailing and assignment processes have improved immensely over the years. I have nothing but praise—no complaints—for the way in which the 1100 community handles its personnel. (O-5)*

*I have no special family needs. My wife is very much in favor of traveling. Our desire, ability to go anywhere, and at anytime has made 23+ years of assignments a pleasure. (O-6)*

### **Miscellaneous**

#### **Comments not Subsumed Under Other Categories**

*I believe that "neutral duty" (regarding instructor duty, etc.) should be considered along with the normal sea, shore, and overseas rotation. I believe you'd get a lot more applicants for these billets; however, the rigid rotation schedule as it exists prevents many from giving it a try. (E-6)*

*I strongly recommend that the U.S. Navy adopt a policy that when an individual is attending an "extended degree program" she/he does not have to rotate until member completes school requirements. (O-3)*

*I really think it is a shame that the Navy has done away with so many shore billets in such types of duty as VT squadrons. I also think more overseas duty should count as sea duty for officers. (W-2)*

**Appendix B**  
**Recruiting Duty**

## Recruiting Duty

Table B-1 presents the summary information of the response frequencies of the comments concerning Recruiting Duty.

**Table B-1**

### Recruiting Duty

Category Name	Sub-Category	Response Frequency
Specific Aspect of Recruiting	Pressure to Fill Quota	11
	Hurts Career	9
	Career Recruiting Force (CRF)	5
	Hours are too Long	4
	Hard on Family Life	3
	Knowledge of Recruiter	3
	Recruiting Duty is Like Sea Duty	2
	Will Lose Skill Level	2
General	Positive Opinions of Recruiting Duty	9
	Negative Opinions of Recruiting Duty	9
Miscellaneous	Comments not subsumed under other categories	3

Note. The total of the frequency column may exceed the number of respondents (50), because individuals sometimes addressed more than one topic in their comments.

### Specific Aspect of Recruiting

#### Pressure to Fill Quota

*Use of quotas precludes a recruiter from going for quality recruits; if quota not met, bad evals/fit reps or reassignment results. Too much of a "hammer over the head" syndrome exists. (O-4)*

*I have talked to many recruiters and former recruiters, and I find that the goals and the pressure to meet the goals are strongly disagreeable. (W-3)*

*Recruiting duty is very unattractive to a JO. I have heard of people who pushed hard in an area to get well above quota, the one quarter they don't make their quota, they get slammed. (O-3)*

*The image of recruiters and recruiting is not good. Get the "numbers," don't worry about quality. Failure to get the numbers is bad for your career. (E-9)*

*I have heard considerable negative information from ex-recruiters concerning the pressure to meet quotas, which makes recruiting sound very undesirable. (E-7)*

*I have seen recruiters so driven by quotas, they nearly had breakdowns—long hours and no time for family. I saw one of the number one officer recruiter for the late 1980's received top recruiter award in DC got passed over for LCDR—after busting his butt and forfeiting any life outside the Navy. Nice thank you gift for your time. (O-4)*

*My opinion is that recruiters, especially enlisted, have been under extremely stressful "quota" systems, forcing them into the "used car salesman" mode. (O-3)*

*I was in supply support of an NRD 77-80 when I enlisted. I witnessed how difficult RD could be. Maintaining quotas was easy for some, difficult for others, and many senior POs got the axe for being poor salesmen. (O-3E)*

*Recruiting duty is good for promotion only if you continue to fill your monthly quota. I think recruiting can either make you or break you, depending upon if you meet your quota or not. I think maybe the Navy should concentrate more on quality rather than quantity. (E-5)*

*Recruiters should not lie to people coming in just to make a quota. "Equal opportunity starts at the recruiter!" (E-6)*

*The problem with recruiting duty is that you have to make your quota every month without fail. (E-4)*

### **Hurts Career**

*I have heard that if you do well, the rewards are great. If you begin to slack off, the results are equally bad. Everyone goes through bad periods in their professional life, you can not afford a bad period in recruiting duty. (E-7)*

*Talking with several of my shipmates (officers and enlisted), recruiting duty was not a good billet to have. Neither for advancement nor for benefitting a Navy career. (O-3)*

*Recruiting duty has been noted to be hard on ones career, especially enlisted. Quotas and the ability to obtain quotas, due to location of assignment, has been the main reason for negative image. Officer "Detailer" seems to have a better reputation, as benefits seem to outweigh negativeness associated with assignment. Due to requirement to move to Washington, I personally have no desire to be a detailer. (O-4)*

*From what I have heard it seems that if you fail as a recruiter, it would hurt your Naval career more so than if you would fail at a normal job. (E-5)*

*I have known a number of good sailors that went to recruiting duty, did well the first year or so, but then missed their quotas and got bad evals/terminated. One hundred well done can all be ruined by one "oh shit." (E-9)*

*My impression of recruiting duty is that it is a double-edged sword. If you don't "make your quota," then you do great damage to your future career. If you do well, you run the risk of getting stuck in a recruiting billet longer than you wish. (O-3)*

*Additionally, I see recruiting duty as sea duty without sea pay. The stress in the working environment is just as high, the hours just as long (working late and on weekends), but there are no tangible rewards. (O-3)*

*If you make it through recruiting duty, it is a "plus" for your career; if you don't do well, it can be very detrimental. (W-2)*

*I think the specialty recruiters have a slightly better situation. If it were not so quota driven, so competitive, and so tedious it would be wonderful to offer the Navy experience to qualified candidates. (O-4)*

### **Career Recruiting Force (CRF)**

*Yes, get rid of those CRF and let the recruiters run it. They (recruiters) are going back to the fleet and work with the people they put in. The CRF's don't care about the fleet anymore so they recruit some real winners. (E-6)*

*Get rid of career recruiters. Rate production recruiters separate from zone supervisors, classifiers, etc. (E-7)*

*I don't like the career recruiter program for the following reasons: (1) Recruiters should have the opportunity to work with the people they put in the Navy, (2) career recruiters are not Navy members, but agents of the Navy, in my opinion, and (3) not everyone is cut out to be a recruiter. (W4)*

*CRF should go to sea. We have inexperienced leaders because of the CRF program. Anyone going for CRF should have 10 years of sea time, be an E-7 and have 1 year of supervision! Because of the current CRF program, we have E-5s leading E-6s and above because once converted they never get the leadership experience. (W-3)*

*The career recruiting force should be abolished. Too many recruiters lose perspective of the Navy after extended time away from sea or operational unit. (O-3E)*

### **Hours are too Long**

*When I was on recruiting duty, I was working 10-14 hour per day, 6-7 days every week. Even if I made my goal of 4, I still had to come in Saturdays and Sundays to work, if someone in the station hadn't made it, so the station would make its goal. Some stations a goal of 4 is easy, but in small towns a goal of 4 is hard. I felt shore duty was hopefully less hectic than shipboard life, but not recruiting. It may be so now, since force draw down. (E-6)*

*Much overtime spent with little reward! May have changed since my tour, but suggest more recruiters or lower goals. This will produce better quality applicants. (W-3)*

*Recruiters endure long exhausting hours similar to sea. My spouse was assigned as a classifier during last assignment (87-90). She wasn't acting as recruiter, but she endured long hours and worked weekends at least once a month to handle the quota frenzy towards end of month. (O-3E)*

*The complaint that came out the most was that because of the quota requirement, they worked 7 days a week, 12- to 16-hour day, for fear of not meeting their quota, and having their evals slashed, or worse busted, and sent to sea duty without even having completed the shore duty that they never had anyway, because they saw their family less on recruiting duty than on sea duty. (E-5)*

### **Hard on Family Life**

*One individual requested to terminate shore duty just to get out of recruiting duty! I think that every one should be asked in a survey about this because something should be done to improve this torturous imitation shore duty! (E-5)*



*I have heard that recruiting duty causes family problems due to required public relation activities and long hours. (W-2)*

*Recruiting duty is made to sound so demanding that, although it may help your career, it often breaks or has potential to destroy a career or family. Work not good if you have a family. I would like to try recruiting duty, but no job is worth potential damage to my family. (E-9)*

### **Knowledge of Recruiter**

*Recruiters should be kept up to date on all programs and rates the Navy has to offer. I wanted a public relations rate. No one ever even mentioned Journalist or Religious Planner. I was pushed into the Yeoman rating. (E-4)*

*In almost 21 years, I've yet to meet anyone who feels that they were not lied to or something was misrepresented. We all live and often excel in what we are in the Navy, but beginnings are confusing and unfamiliar. Lack of knowledge about the Navy system is often used to the recruiters advantage. It creates bitter feelings that have to be dealt with sometime in one's career. No one likes to hear the truth when it comes to representing the Navy. We can and must do better. (O-3E)*

*All too often recruiting commands try to tell their personnel assigned about (apparent) fictitious goal reductions and/or changes in recruiting which will enhance the quality of life to its people. I have been told by my area supervisors to lie to prospective recruits (applicants) to get them through the in-processing procedures. It's apparent to me that as supervisors, in charge of recruiting, they always expect recruiters to use their recruiting styles and practices regardless of the individual's established recruiting technique. This poses a serious problem, especially when a recruiter has established a proven successful technique. When he is expected to change it and finds the new one difficult to follow, he in turn gets the blame for nonproduction. I wonder what happened to the Navy quote, "If it's not broken don't fix it!" (E-6)*

### **Recruiting Duty is Like Sea Duty**

*Recruiting duty is not for everyone. Recruiting duty should have 50% of tour being classified as sea duty. Cutbacks in personnel is the trend. In recruiting, I'm assuming, it should be less arduous and more selective. I don't agree that a first class can make chief because of his good salesmanship. (O-3E)*

*Additionally, I see recruiting duty as sea duty without sea pay. The stress in the working environment is just as high, the hours just as long (working late and on weekends), but there are no tangible rewards. (O-3)*

### **Will Lose Skill Level**

*I think recruiting duty take away your skill level. Once you leave electronics for 3 years, I think you would loose the edge and familiarity with the gear that comes with a NGC. A duty station that take you away from your skill affects advancement because of change in your rate. (E-5)*

*Recruiting duty viewed as neutral is too detrimental, as it takes you away from your community and provides little towards warfare specialty development. It is often viewed as a way to get stationed near a hometown or college. Very few HS pilots that stay around and go for command have had recruiting duty. (O-4)*

## **General**

### **Positive Opinions of Recruiting Duty**

*I'd like to do it! I was stashed at NRD Philadelphia for 3 months. The second officer program was an interesting and fun job. (O-2)*

*I think that being a recruiter takes a great deal of character and patience. I really respect my recruiter and to be honest I wouldn't mind having his job. (E-2)*

*There are limited billets in recruiting. My past experience could be very beneficial to recruiting. (W-4)*

*From my position, duty as a recruiter certainly is more desirable now than 2-3 years ago for an enlisted member. Too many CO billets are filled by non-screened aviators. This forces 100 officers to compete for top fit reps with peers not possessing same qualifications. (O-5)*

*I believe recruiting duty is a satisfying job and very important to the Navy. An individual in recruiting must be totally for the Navy and knowledgeable about all the programs the Navy offers. Unfortunately this is not always the case. The Navy recruiting system needs people who want to be there. They should offer greater incentives so people will volunteer. Selection should be tough! (W-2)*

*Recruiting duty might be the only thing that would keep me in the Navy. (E-4)*

*I think recruiting duty is a good experience to have, especially if you get the city or place that you wanted to be assigned to. (E-7)*

*As a canvasser recruiter for the Naval Reserve, I enjoy my assignments greatly and plan to stay in the command twelve additional years until I am retirement eligible. (O-4)*

*I was a self-made, hard-charging recruiter while assigned to NRD, N.M. I was stationed at a one man station for the 3 years. I would have remained or gone CRF, if I could have been reassigned to a multi-man station. Upon several requests, I was denied because my supervisors thought I would out recruit the other recruiters. So, upon my completion of tour, I decided to return to my present rate. I enjoyed recruiting because I know how important the quality of personnel is to the U.S. Navy. (E-6)*

### **Negative Opinions of Recruiting Duty**

*Most officers I know think recruiting duty is for those with "pack-records." It would be good duty if you were being "put out to pasture." (O-4)*

*I have never met anyone who liked recruiting nor would ever recommend it. (E-9)*

*Changes rapidly. It's been over 2 years since I was in recruiting, so I don't feel I have any accurate comments to make. The pressure was always on. (O-4)*

*I would get out rather than be assigned to recruiting duty. (W-3)*

*If goals were shifted to recruiting quality sailors instead of quantity of sailors, it would be better for us all, especially recruiters. (E-6)*

*Tags are to help recruiters, not send them to CO Mast! Now that there are no longer personal goals but station goals, recruiter are still required to carry 2.5 or above PPR. Now there are no longer tags, 2/5 still writes on the back of my last set of duplicate logs what is required of me. (E-6)*

*Micro management at its best. I don't know what current recruiting goals or restrictions apply today. I hope never to find myself in a 9585 billet again! I did my time. (E-7)*

*Recruiters are still using false promises to bring people into the Navy. (E-5)*

*Every one that I have ever talked to who has been a recruiter, sincerely and truly had nothing but bad things to say about it. (E-5)*

### **Miscellaneous**

#### **Comments not Subsumed Under Other Categories**

*Why do you give this much space to write about recruiting duty, but only 20% of this to write about detailing and PCS moves? (O-3)*

*The Navy and the military in general need a marketing campaign to inform possible future applicants about violations and civil infractions which affects their eligibility for the military, especially in the area of drugs. This should be done before the future prospect has a chance to get into trouble. Also stress the importance of education. The Navy should have a ROTC detachment at each high school in the country that does not already have a detachment or unit. This would make it easier for the recruiter to have more qualified applicants to select from. (E-7)*

*I was in recruiting duty from 1981-1984. Times were really hard for recruiting; we were under manned, under funded, and not supported. Quality of life was nonexistent, stress was high, awards were nonexistent—line end of tour awards. In the 3 years I was there, my district went from bottom in the nation to "most improved" in the nation, but I received no award. Firings were frequent, backbiting was horrible, drugs, alcohol, and cocaine were big problems. Recruiting improved under Boorda & Mckinney. With the draw downs and budget cuts, where will recruiting be in the next several years? When I depart from this job, I must decide whether to accept a command assignment. I don't know if I would accept an NRD or accept a command with more reasonable hours and less stress. I want to spend time with my family. (O-5)*

**Appendix C**  
**Pay and Benefits**

## Pay and Benefits

Table C-1 presents the summary information of the response frequencies of the comments concerning Pay and Benefits.

**Table C-1**

### Pay and Benefits

Category Name	Sub-Category	Response Frequency
Pay	Military Pay Compared to Civilian Pay	18
	Not Paid Enough to Meet Needs or for What We're Worth	16
	Regular Pay Increases	7
	Pay and Benefits for Single Personnel Compared to Married Personnel	3
	Extra Pay for Sea Duty	3
Benefits	CHAMPUS	13
	Medical Care Excluding CHAMPUS	12
	Dental	5
	Importance and Erosion of Benefits	2
Reenlistment	Reasons for Reenlistment	2
	Reasons Against Reenlistment	5
	Satisfied With Pay or Benefits	3
Miscellaneous	Comments not Subsumed Under Other Categories	4

**Note.** CHAMPUS = Civilian Health and Medical Program for United Services, the total of the frequency column may exceed the number of respondents (50), because individuals sometimes addressed more than one topic in their comments.

### Pay

#### Military Pay Compared to Civilian Pay

*The Navy's pay for certain ratings and NEC's greatly falls short of the civilian pay. My civilian counterpart makes over twice as much pay as I do. (E-7)*

*My specialty is reported to have a yearly pay of approximately \$80,000 more in civilian job—like \$129,000 civilian versus \$50,000 Navy. (O-4)*

*Military personnel are not paid enough to have a good life. (Congressmen are, though!) If necessary, I will give my life to my country so politicians can keep getting those fat pay raises and what thanks do I get? 4.5%? Thanks for nothing! (E-5)*

*So far military pay is very competitive to civilian pay. But it is not enough if stationed in a high cost duty station like Washington, D.C. area. COLA needs to be updated more often. (E-7)*

*Why don't you spend some of this energy by giving a decent pay raise to the military, to at least approach the civilian pay sector. Also a change to the retirement rules should allow a spouse to collect a major portion of retired pay in the event of the death of the retiree. (W-4)*

*Pay should be caught up to the civilian populace. And at least keep up with the annual cost of living increases. If the cost of living increases 5.8%, pay should also. (E-6)*

*Our pay compared to the civilian community is enormously lower. Our pay raises should be more than 4.2%. We need to be within 4-5% of the civilian community pay so as a family, we can enjoy ourselves and not always have to live from payday to payday. (E-6)*

*I feel that our pay should be equal to what government civilians earn, if not more. We risk a lot and give a lot of ourselves (Fleet sailors) and our pay should be a reflection of these sacrifices. (E-3)*

*Military people require increased pay and benefits, not only to support family members, but also to be competitive (pay wise) with civilian counterparts, and to stay ahead of inflation. Basically, every pay raise that is not equal to inflation is a pay cut! And any pay raise less than a civilian counterpart is an insult. (E-5)*

*VHA should be seriously revamped. Military personnel, especially E-7 and below, are still lagging behind the economy by approximately 12%. This gap should be shortened considerably. (E-6)*

*The gap between civilian and military pay in my specialty is just too large. In this time of budget cuts, many people feel that there is no interest up top to increase pay and benefits because the military needs people to leave anyway. The problem is the best people will get out due to poor pay and benefits. (O-4)*

*The military is 10-12% behind the civilian sector in pay scale. When are we going to catch up? Pay compatability is essential to maintaining a strong and lean force of top quality personnel. It's the fair and right thing to do! (O-6)*

*Pay is adequate as a single person. Financial obligations are easily met. However, it is less than half of the pay I made as an entry level consulting engineer in the private sector. (O-2)*

*I think people in the military should be paid more since you can get more money doing the same kind of work in the civilian world! Also, we are defending our country and putting extra hours by standing watches and overtime. (E-5)*

*When I computed the pay differences, I also did not include VHA. In a civilian job do you get paid more if you are married? In most jobs you do not get paid more. In my opinion it should be same job same pay. Even though this is off the subject, the married people come up with more excuses for time off (my car, my wife, my kids, my apartment, someone is sick, etc.). Even as I write this, there are 2,130 civilian contractors making a lot of noise while working on the ship. If I lived off of the ship, I would not have to deal with their noise. (E-5)*

*Military pay reportedly lags some 10-12% behind the private sector. Service members and their families deserve the opportunity to enjoy a quality of living at least comparable with private sector counterparts. (O-3)*

However, it's depressing to watch the law makers (Congress and Senate) vote the military 4.2% while automatically increasing their own \$\$\$ or suggesting 50%. I'm not complaining about my standard of living, but it's ironic that certain members of the Senate can afford prostitutes to live in their homes (one of their homes) while I budget my children's clothing funds for the year. (E-5)

I think there should be no SRBs. The money used for that could be put towards annual pay raises. 4% pay raises doesn't cut it. Congress votes themselves 20 to 30% raises each year and we get a lousy 4%. Congressmen own 2 or 3 houses and the average military family lives below the poverty level. Who are the ones actually defending our country? (E-6)

### **Not Paid Enough to Meet Needs or for What We're Worth**

I understand that we do get medical coverage and benefits but it seems to me, at least the sea going rates, long days and long nights away from home, and 6 months at a time doesn't pay enough to be gone from the family. (E-4)

The Navy could do better for its members. You have got an awful lot of good people in the Navy who decided to get out for various reasons. The two most common, I think, are pay (lack of) and sea/shore rotation. These service members do now and always have bent over backwards in support of their country if they are treated fairly. (E-6)

For some, we are still at poverty level fighting for our country and working many extra hours. I do not find an extreme raise necessary but for some, the cost of living is getting worse, not better. Thank you for this opportunity to express myself. (E-5)

Satisfied with pay—although we are still not getting paid what we are worth. (E-6)

Budget/drawdown issues are already affecting morale and it will continue to get worse over the next couple of years. Washington DC needs to get the word out expeditiously, enlisted and officers are relying on rumors right now. (O-3)

Myself and most of the Naval personnel I work with and associate with, are extremely concerned with the drawdown of the Navy. We have seen only a few individuals separate from the service and fear involuntary separations will be unavoidable. (O-4)

We have sailors who are eligible for food stamps. This isn't right. We live in high cost areas for housing. Build more military housing now. Quality of living is at the top of everyone's list. It's all talk. We don't support words with the funding. (O-6)

Pay stinks. I'm expected to be on duty 24 hours a day, seven days a week, willing to leave my family on a moments notice, and if necessary, die for my country but the taxpayers aren't willing to pay me what my duty is worth (your freedom). You tell me what your freedom is worth. (E-3)

I know a lot of sailors who have filed Chapter 13 (backruptcy) and I have almost been there myself. If nothing changes soon, I will be forced to give up my career in this Navy as the pay is a negative benefit. (E-5)

*Low pay for Warrant Officers is making it unpopular for good people to consider the CWO program, they would rather stay enlisted. Pay raises in the past have been too far below the cost of living. (W-3)*

*Overall, the military in general, is not being paid what we're worth. It's sad—real sad. (E-6)*

*Why is the military always the first to bear the brunt of budget cuts? We are treated like "second class citizens" when it comes to pay raises and benefits—while we are always first to put our lives on the line in defense of this country! (O-6)*

*It seems that this extra effort we put in doesn't count or it is not appreciated by people who control our Navy. Maybe it is because they don't know what the military life is all about. I still think we are underpaid for the quality of work we do. (E-5)*

*Speaking of pay, someone mentioned that for what we make, which really isn't that much, is below poverty standards. It's hard to believe that someone would say something like that but if you think about it, it does seem like we are making just enough to get by. Besides, every time we get a pay raise it's just enough to keep up with all the taxes and that's not really saying much at all. People with good technical rates like myself maybe could get paid a bit better, but we all know that it will not happen because we all get paid by rank. The bottom line is we don't really get paid for what we are really worth and if the Navy is saving money with all the cutbacks and making it a smaller Navy, then couldn't the government afford to pay us more to help keep the good people in besides using SRBs, ACPs, NOIPs as incentives? How's that for an idea to increase one's pay? (E-4)*

*The U.S. needs to stop wasting money on useless aircraft and equipment that will never be used and start taking care of the people!!! For what we do and what we have to put up with we are extremely underpaid. (E-6)*

*I enjoy my current employment very much but I have other responsibilities to consider. If you want quality people and expect them to stay in the military, then pay them accordingly! (O-2)*

### **Regular Pay Increases**

*Concerned about how pay equates to actual cost of living. Pay appears to be below cost of living and when annual pay increases, it is below the annual cost of living increases. (E-5)*

*I believe that all service members should receive a 10% pay raise. The raise will bring service members up to civilian counterparts' pay scale. After 10% raise, yearly raise should be equal to the inflation rate to insure service members don't drop below civilian pay rates. (E-5)*

*Personally, I think the pay scale sucks. We are behind the inflation rate and will never catch up unless we have a substantial pay raise soon. I remember a couple of years back Congress gave themselves a 30% pay raise. The military needs at least a 20% pay raise to catch up to today's economy. (E-5)*

*I think BAQ/COMRATS should be added to base pay but only if it would increase your retirement allowance. (E-8)*



*Recent reports also indicate that the increase in BAQ for 1992 falls short of projected housing inflation, meaning, service members are expected to pay more out of pocket. (O-3)*

*Would like to see a pay raise that would catch us back up to the comparable pay of civilian workers (approximately 15%-20%). Would like to see Congress give military and federal workers the same percentage pay increase they've given themselves. (E-6)*

*The DOD has created a W-5 pay grade, yet has not improved the pay of existing Warrant Grades. The pay differences between the three senior enlisted grades and Warrants, do not compensate for the added work load and responsibilities. I and most other Warrants I know, do not stay because of the pay; but rather for the challenges and pride in our profession. However, that pride and desire to excel cannot be counted on to see us throughout the years, unless the DOD recognizes its value to mission accomplishment and makes appropriate pay adjustments. (W-3)*

### **Pay and Benefits for Single Personnel Compared to Married Personnel**

*Why do married people get more pay than a single person, like separation pay when they're away from their family for so long? What about a single man or woman engaged to be married? They're away from their loved ones. What about an unwed man with a child he's taking care of? That is a loved one as well. This questionnaire was more slanted to a married person, not single person. The only question I'm asking is what about a single man? (E-3)*

*Give BAQ/VHA and COMRATS for all ships company in port—E-4 and up. Now, only married members get BAQ/VHA and no COMRATS while assigned to a ship. Single sailors receive no BAQ or COMRATS. (E-6)*

*I am single. In Jan 92, as a single E-5, over 4 years service, my base pay will be \$1240.20, partial BAQ will be \$8.70, my sea pay for 2 years of sea duty will be \$120.00, my total pay will be \$1368.90. An E-4, over 2 years, has a base pay of \$1025.70. If he is married, he will receive \$341.10 for BAQ. With over 1 year of sea duty his sea pay will be \$60.00, his total pay will be \$1426.80. I have more responsibilities than he does but yet he gets paid more and gets to live off the ship. An E-5, over 4 years, who is married gets paid \$383.40 more than a single E-5 over 4 years, yet they do the same job. The cost of living is too expensive for myself to afford living off the ship (I am home ported in San Diego). I think that you should allow the single afloat sailor to receive BAQ and VHA. I do not like living on the ship and having to stuff my life into a coffin locker and stand-up locker. I do not like getting caught up in drills. I also do not like getting woke up at night when a drunk shipmate comes in drunker than a skunk. (E-5)*

### **Extra Pay for Sea Duty**

*Being on a forward deployed Tender, I feel we should receive continuous sea pay. We are currently the only ship home ported in Guam not receiving it. (E-5)*

*Recommend to increase sea pay O1E, O2E, O3E. As an O3E with 25 years service and 12 years sea duty, my sea pay is \$225.00. When I was CWO2 with 8 years sea duty, my sea pay was much higher. Please look into this matter. Thank you. (O-3E)*

*I am ships company on a sub tender. Although we do not go out as often as, say an aircraft carrier, I still feel we should get sea pay. This is just as arduous sea duty as a ship that is at sea more often. I think anybody assigned as ships company should receive sea pay. I also feel that instead of taking all your BAS, you should be charged per meal because I don't eat three meals a day on the ship. (E-6)*

## **Benefits**

### **CHAMPUS**

*CHAMPUS always runs out of money and is very slow in processing the forms. Also, the last doctor we used stopped processing forms directly to CHAMPUS because of the long lead time in being paid. Deductible went up without due notification. (O-3E)*

*Living in a high cost area (Willow Grove, PA), CHAMPUS rates are not high enough to cover the procedures. Most doctors do not accept CHAMPUS. Those who do are considering whether or not they should. (E-6)*

*Next to impossible to get CHAMPUS reimbursement. I have written letters and called and have always been forced to pay for care out of pocket. (O-6)*

*CHAMPUS is not the medical coverage for dependents that all active duty people are told. The illusion that medical care for dependents that is not provided at a military facility will be covered by CHAMPUS is outrageous. The CHAMPUS office is run by civilian personnel who do not care if you have a claim or not. They only care about finding some loop hole so the member pays as much as possible. I receive delinquent notices almost everyday for hospital bills for a dependent from 1 year ago. (E-4)*

*Much more effort has to be made to educate us about how CHAMPUS works, and what other options are available. In a sea duty assignment, there is virtually no information available because the independent Duty Corpsmen know next to nothing about it. (O-4)*

*I don't feel that I should have to pay 20% of my CHAMPUS bill. I understand that times change, however, when I joined the service I was told that my dependents would receive free medical care, we know this has changed. The pay could and should be better. (E-8)*

*Dependent and retiree care and benefits must continue to receive appropriate attention/ funding. Affordable and convenient health care is essential. (O-3)*

*CHAMPUS is okay, however, the loopholes in providers facilities is outrageous. Two examples specifically come to mind: Emergency ambulance from hospital to hospital in different cities (nightingale Aircraft from Norfolk to Washington D.C.) is not covered as inpatient, so the member is responsible for 20% (approximately \$7,000 total cost). A hospital is a CHAMPUS provider so inpatient costs are covered, except that services within the hospital are not CHAMPUS, thus is the responsibility of the member (i. e., Georgetown University Medical Center, Radiography service). (W-2)*

*Very dissatisfied with CHAMPUS!! One of the benefits of the Navy is to provide medical care for dependents. In all cases in which CHAMPUS was used, it was because medical care was not available at the NAS Hospital. In all cases, ALL costs were out of my pocket due to deductibles. I feel that if medical care is not available, ALL costs should be picked up by the USN. On the other hand, if care is available at the NAS Hospital and I elect to go elsewhere I have no problem paying the deductible. THIS IS UNSATISFACTORY!!!! (O-3)*

*Navy must do a better job of providing medical care to family. The clinic up here is too small and cannot take dependents. So, they have to go out in town and use CHAMPUS. CHAMPUS is a paperwork jungle—it's too slow and hard to use. (O-5)*

*As far as medical, I've been satisfied overall with treatment for myself and families. Being stationed at an isolated station makes me wonder why CHAMPUS Prime isn't available. With a clinic that has limited capabilities, a lot of care must be had at local civilian facilities forcing service members to pay sometimes large share costs. At large military towns, not only are military facilities available, but CHAMPUS Prime is available too. The \$50 deductible for E-4s and below is understandable but why is the deductible for E-5s and E-6s equal when the pay difference is sometimes large? (E-5)*

*I've heard from a few people who have CHAMPUS and the problems they've had with it; to me it sounds like a fraud or a joke!! If CHAMPUS can't support us military people the way it is planned or the way it is intended to work, then why have it? All insurance companies are out for one thing and one thing only and that is our hard earned money. (E-4)*

*CHAMPUS has been good though sometimes slow. Only once have they not covered a procedure which I feel they should have. (E-7)*

### **Medical Care Excluding CHAMPUS**

*It is difficult to get appointments at military medical facilities. They are under staffed and over worked causing poor treatment for the patients. Example: Same day appointments by phone start at 0700, appointments are filled by 0710, leaving my children sick and nowhere to go. (E-6)*

*Current medical care is poor. We either need more and better military facilities or a no cost access to civilian care. (W-3)*

*I believe the Navy needs to put more emphasis on medical care. That includes training more doctors, nurses, and corpsmen and spending money on that. The Navy provides high quality care at a cheaper price to those who get in the system, but the system is under funded and understaffed to take care of all the beneficiaries who deserve it. (O-5)*

*We really need to look at our medical benefits. It takes so long at the base facilities to receive treatment. (E-8)*

*Military medicine is atrocious. Hospitals may be understaffed, but they are in my opinion poorly managed. If we ran ships like our hospitals we would never get to sea. (O-6)*

*The Navy medical program is the biggest drawback of the Navy career. (E-8)*

*The medical facilities here at NAS Memphis are all but useless. The emergency room has consistently been a 3 to 4 hour wait. Getting an appointment at a clinic takes as much as 30 to 90 days if at all. (E-7)*

*Would like to see an improvement in medical benefits for dependents, such as better access to specialized treatment (we're diabetic, son requires MRIs). (E-6)*

*If medical care is available—the lines are so long to get in that it's miserable. (O-5)*

*My experience with Navy Medical is that the system is designed to discourage its use vice being designed to provide care. I suffered back injuries (along with other injuries) as a result of being washed overboard during a hurricane in 1982 and now live every day with pain. But the treatment I received from Portsmouth Naval Hospital in 1990 precludes me from seeking help there. Not one person there cared about providing care to patients. As you may gleam, this is a very sore subject with me. One day I'll force the system to fix my back, or go to the media with what great care we're given. (E-5)*

*The quality of medical care is extremely inadequate. We should be able to have our own family doctors and the military pay for it. There should not be a deductible. You should get rid of military doctors for the quality of care we get. Active duty should be allowed to use nonmilitary doctors also. Maybe then, I wouldn't be scared to go to the doctor!! (E-6)*

*Medical and dental leave a little to be desired. The benefits are getting worse instead of better. For what a military is put thru and asked to do, his or her pay and benefits need to be much better. (E-6)*

#### **Dental**

*Would like to see a dental benefit plan for dependents. Delta dental has eaten \$150.00 of my pay, but will not pay for any but the most basic dental care (i.e., exam, cleaning, and no treatment). (E-6)*

*The Delta Dental Plan is completely inadequate. It must cover many more common procedures to be helpful. (O-5)*

*The Delta Dental Plan is not worth having. It doesn't cover anything which would make it worthwhile to have. I would opt to receive an allowance because we don't use the program at the Naval Hospital enough to receive the full benefit of the program. (E-7)*

*Medical/dental care for dependents must be reformed. (O-2)*

*Quality medical/dental support is absolutely necessary. (O-6)*

#### **Erosion of Benefits**

*I feel that the benefits that we are being offered on my first enlistment have now eroded away almost to nothing. (E-6)*

*The Navy Exchange is a useless benefit because, with three children, the prices are out of my budget. Overall the pay and benefits programs need a hard look with some definite revision. (E-7)*

## **Reenlistment**

### **Reasons for Reenlistment**

*I'm broke and everyone around me is broke and when you're broke you become insecure and when you're insecure you become unhappy and depressed and in debt. And I think it is ONE of the biggest problems or the biggest problem in the military today, and I also think it is the number one cause for reenlistment because the average military family gets so far in debt they need the reenlistment money to get out of debt so they reenlist and pay the debt or debts off and a year later are right back where they started from because they don't make enough to keep up with their bills. (E-3)*

*Care for dependents is one of the most attractive benefits of military service, regardless of my current opinion concerning the quality/availability of care. Take care of dependents and sailors will be happy and happy sailors reenlist. (O-2)*

### **Reasons Against Reenlistment**

*There were no questions concerning medical care for active duty members. In my case, one of the factors that constantly nags at me to resign from the Naval service is the extremely poor and impersonal medical service I have received while trying to get help at Portsmouth Naval Hospital. I vote to fire every O-4 and above medical type and replace them or give active duty personnel an opportunity to use CHAMPUS or civilian care paid by the government. (O-4)*

*The Navy is cutting back on a lot of programs. We are doing more work with less personnel, less money for supplies and schools. I have two second class POs who are outstanding, POs in all respects. They are both getting out in 1992. Ask them why and they will tell you that the Navy runs your life and life-style. One stated that "we are men and we have to wear collared shirts off the ship, we can't wear earrings, it's too much." The Navy is becoming or is a business they want to keep that clean cut image. These individuals feel they work hard from 8-15 hours a day, no overtime pay, HA! We need a bigger raise, better health care (dental) for our dependents. You should take a survey and see how many people in the Navy are collecting welfare or on Wick Program. I think it's really poor the way military personnel are treated. (E-6)*

*The medical care given me has discouraged me from recommending anyone to either remain in the service or to come into the service. (O-4)*

*Navy pay is probably the biggest item that makes people get out. We need/deserve a big pay raise to catch up with the civilian community. (E-6)*

*The U.S. Navy should allow the single afloat sailor to receive BAQ and VHA. This is one of my reasons as to why I am going to get out of the Navy when my time is up. (I will probably stay in for some shore duty but I never want to go back to a ship again). I would have had this survey in earlier but I was on leave when the survey came in the mail. (E-5)*

### **Satisfied With Pay or Benefits**

*I've been satisfied with basic pay and happy to receive a pay raise annually. E-7*

*Pay is normally OK, but seems to become less adequate slowly but surely. VHA in this area is very under allocated. (E-6)*

*I enjoy my current employment very much but I have other responsibilities to consider. If you want quality people and expect them to stay in the military, then pay them accordingly. (O-2)*

## **Miscellaneous**

### **Comments not Subsumed Under Other Categories**

*I have a great deal of concern about my ability to support future dependents in a manner acceptable to me. Considering the frequent moves required by the military, it appears a spouse would encounter some difficulty in gaining adequate employment. Of primary concern is providing higher education for any children I may have. I would like to give them the option of attending an institution of their choice, not the one I can afford. And I shouldn't have to sell my soul to a bank to do it either. Working in the private sector would allow me to meet all needs of any dependents with ease. (O-2)*

*DEERS record keeping is terrible, my dependents have been enrolled since day one (and "reenrolled" numerous times to continually correct their records), and every time they utilize Delta Dental, I have to send them a copy of my current and previous months LES to prove their enrollment. I have done this at least four times and I'm far from alone on this one. Get a program or people that are customer oriented (that would really be nice) and works. If I had a choice, I'd have canned them and switched companies a long time ago. (O-4)*

*I feel an SRB should be for every military personnel. Just because I do not hold an NEC does not mean I can't do my job less than someone having an NEC. I feel and know that I do my job better than half the people holding NECs. (E-5)*

*Most COs, XOs, and Department Heads do not know how to effectively employ Warrants. Too often we are relegated to Junior Officer status somewhere between Ensigns and Master Chiefs. Granted, we Warrants are "subordinate" to other officers, but our time in service enables us to contribute effectively to wardroom training. Warrants should not be second-class members of the wardroom. (W-3)*

**Appendix D**  
**Educational Opportunities**

## Educational Opportunities

Table D-1 presents the summary information of the response frequencies of the comments concerning Educational Opportunities.

**Table D-1**

### Educational Opportunities

Category Name	Sub-Category	Response Frequency
Classes	Broader Spectrum and Basic Courses	6
	Opportunity for Advanced Degree	6
Leadership Training	Leadership Training Previous to Need	7
	Leadership Training Should be Mandatory	3
	Negative Aspects of Training	2
Problems With Study Time	Study Time at Sea	6
	Study Time on Shore	2
	Availability of Training and Education	6
	Training Office Understaffed	1
Information of Available Programs	More information should be Available	5
Satisfied	Happy With Educational Opportunities	5
Total Quality Leadership (TQL)	Awareness of TQL	3
Miscellaneous	Comments not Subsumed Under Other Categories	5

**Note.** The total of the frequency column may exceed the number of respondents (50), because individuals sometimes addressed more than one topic in their comments.

### Classes

#### Broader Spectrum and Basic Courses

*I feel that there are not enough courses given; the more important ones that are basic. There isn't a broad enough spectrum to choose a degree. (E-3)*

*I think the Navy should offer a broader spectrum of courses and help more in aiding the military member receive a degree. (E-4)*

*More programs need to become available to the enlisted people. (E-3)*

*Educational opportunities are too limited! More training billets are needed in my sub specialty. Leadership classes are very difficult to get into unless you're in the DC area. (O-3)*



*Although most of the Navy schools I have attended have been excellent, as a PN there are very few classes available for me. Have detailer assign more enroute schools because commands do not want to use TEMADD funding for schools. (E-7)*

*I am extremely disappointed with the lack of opportunity for me to make use of the various Navy educational programs. The cap on the age limit is 33 in the Navy. I entered the Navy at age 27 and am not eligible for any of these programs, such as ECP, EEAP, and NROTS. Not only do I believe I am officer material, this would certainly be a deciding factor on whether I remain in the Navy. (E-3)*

### **Opportunity for Advanced Degrees**

*Opportunities for officers to achieve degrees outside of PG or war college should be made accessible as permissive duty assignments. That way quality personnel can remain in the service vice getting out. (O-3)*

*Due to the shortage of 1130 officer in the Navy, I have not had the opportunity to receive post graduate education. I feel this is not in the best interest of the Navy and it definitely hurts my chance for promotion above O-5. (O-4)*

*There is a need for more higher level curriculum courses for finishing degree programs. The Air Force is very good here. My degree came through a USAF degree program which I thought was excellent. (E-8)*

*Advanced degrees are not available on ships. If post graduate and war college correspondence programs were open to Warrants and LDOs, I'd be enrolled in school now. (W-2)*

*Would desire to see ongoing PG educational opportunities made available, if feasible with duties at a command. (O-5)*

*Why isn't there a masters degree completion program available for CWOs? (W-2)*

### **Leadership Training**

#### **Leadership Training Previous to Need**

*NAVLED (LPO/CP0) AND LMET schools should include E-5s due to the fact that small commands have E-5s as LPOs, and E-5 petty officers would benefit from the advance training before assuming the role as LPO at their commands. (E-5)*

*Leadership: I attended my first leadership course after 11 years of service. I have been trying to get NAVLED or LMET for 8-9 years. Get us the training when we need it (when we make PO3) not 6 years later. We are so far behind the other services in program development. We have young leaders but we don't/won't take the time to formally train and give them the skills they need. Let's get with it! (E-7)*

*I believe that leadership classes and/or seminars should be available more often for junior personnel. This will develop an understanding between different paygrades, about their jobs, responsibilities, and privileges among other things. Personnel will have an interest in advancement and goal setting. (E-5)*

*I think there needs to be more funds provided for programs such as LMET, etc. I would like to attend but am always turned down because I am an E-5 and not an E-6 or E-7. E-5 personnel going up for E-6 should develop leadership skills prior to being required to use them when they make E-6. Most of the time E-6 or above are in a leadership position and would be at an advantage to learn leadership at E-5 level and practice those skills before they are actually made supervisors and managers. Also, it seems impossible to get a "C" school. What do I have to do to be privileged enough to attend. (E-5)*

*The Navy should have some kind of leadership training school for E-4 and above, like the U.S. Army, to prepare the Navy petty officers for leadership positions. (E-5)*

*The Navy is terribly lacking in leadership training and inefficient because of it. (E-4)*

*From what I've seen, there are good and bad points to all aspects of the USN. Most of the worst parts are necessary to the Navy's mission of which I understand. I feel, though, that two problems that can be helped are the leadership training (maybe get a person taught as instructor for each ship annually) to involve the rest that need it or for refreshers. (E-5)*

### **Leadership Courses Should be Mandatory**

*I think all E-5 should be made mandatory to take at least one management course. I'd very much like one. I've had to take my civilian on-job training management skill and use it here. I don't like hit/miss decisions when Navy can help me through schooling. I am a top notch sailor, only through luck in watching seniors I've idolized in the past. (E-5)*

*It is imperative that all segments (officers and enlisted—line and staff) of USN have leadership courses designed for the needs of the personnel throughout career paths. (O-5)*

*The Navy should have some kind of leadership training schools for E-4 and above like the U.S. Army to prepare the Navy petty officers for leadership positions. (E-5)*

### **Negative Aspects of Training**

*Navy leadership schools are ineffective. Basic SWOS, LMET is an ineffective part of training and does not prepare the more junior officers for sea duty. (O-2)*

*Navy leadership courses I have participated in have been totally dedicated to race and gender problems which have in reality been less than 10% of the real world leadership problems I have encountered. (W-4)*

### **Problems With Study Time**

#### **Study Time at Sea**

*It seems to me that if the Navy is going to push furthering education, can something be done to limit underway time/schedules. I have registered and started classes twice and both times I had to withdraw from the course, due to unscheduled underway time—once for the Desert Shield/Storm and once for Drug OP's in the latter case. I feel that our involvement did little or nothing to ease that problem. My case is a little different than most. I only need a few hours and all my classes are*

*upper level and requires command sponsored time off. My command has supported my needs to the fullest but they can't change our schedule. (E-5)*

*Always has been and always will be impossible for officers to pursue education during sea assignments. Usually opportunities are good during shore assignments. (O-4)*

*On certain sea duty billets, higher education opportunities are not always as readily available as one may think. Three section duty accompanied by an active under way schedule make it extremely difficult if not impossible. (E-6)*

*Navy campus told me it's virtually impossible to get a bachelor's degree while assigned to a deployable ship. Every time I sign up for classes, we go to sea. I've put my education on hold until I get a shore billet. (E-5)*

*It is very hard to pursue a master's degree while on sea duty. Selected for graduate program and awaiting 1992 slate. (O-3E)*

*The Navy sure does a lot to promote off-duty education but, yet, it conflicts with working hours/ duty days and most important the ship is under way a lot so I would have missed several classes. (E-4)*

#### **Study Time on Shore**

*With the boats work schedule and duty schedule, I do not have the time to attend classes and spend enough time with loved ones. (E-5)*

*At my current command there just isn't enough time to further my education, which is the biggest disappointment I have. The reason I came into the Navy was to get a college education. I was told there would be plenty of time; well there's not enough time to change the oil in my car let alone further my education. (E-5)*

#### **Availability of Training and Education**

*One of my biggest problems with attending college is that this base does not offer classes during lunch hours and my supervisor will not give me time off for it, if it was available. (E-4)*

*The benefits for sea duty personnel are limited as far as education is concerned. Most young people who join the Navy, join for the educational benefits. When they find that the benefits aren't as available as they thought, they tend to stray from their main mission in search of complicated educational benefits. (E-3)*

*At my command it is hard to attend classes. Although we are told that the Navy wants us to have an education, my command works against it somewhat. "Duty comes first," is their constant saying, especially if it is a class longer than the time permitted for lunch. Last formal leadership training was long ago. Should be addressed formally by competent leaders, not second string who couldn't get operational career enhancing billets. (E-6)*

*The education program is alright to a point. Not all programs are explained nor are they available to all personnel. (E-3)*

*College education is not readily available at all duty stations. (O-3)*

*The Navy campus should be made more accessible to service members (i.e., more locations, better operating hours). It is good that the Navy picks up 75% of the bill, but the process of registering is sometimes difficult and frustrating because of all the running around that is involved. There should be one central location for the entire process to be taken care of. (E-5)*

### **Training Office Understaffed**

*Navy campus offices seem to be under staffed for the administrative and number of personnel processed. (E-9)*

### **Information of Available Programs**

#### **More Information Should be Available**

*Not enough information is given for educational opportunities at my command. I have to go to the college to obtain more information and my supervisor has questioned the importance my education is to the work center. (E-3)*

*For personnel stationed on MSC ships or smaller ones, information about correspondent courses should be available. I had the hardest time trying to get information about DANTES. I am still waiting on information which I wrote to the Navy Campus in California. (E-4)*

*Navy needs to create training lectures on Navy benefits, such as available college courses and TA information, V.A. benefits. Too many people don't know what's out there. (E-5)*

*My command career counselor rarely knows the information that I need. She sends me to other commands who are unwilling to help. My ESO office rarely has the books, information, and equipment needed for my educational benefit. Only when I go to top authorities about unavailability and unwillingness does action start to take place. (E-3)*

*There should be more programs available for sea billets. An investigation of ESO and command career counselors and their work should be done. (O-3E)*

### **Satisfied**

#### **Happy With Educational Opportunity**

*I am satisfied with my Naval career and want to experience all kinds of situations which a Naval personnel should encounter. I would recommend that all means possible to be used to spread out information on all these topics to the entire Naval community. Example: Training to be held here frequently, etc. (E-3)*

*Navy sent me to NPS! Thank you! Best opportunity I could have hoped for. (O-4)*

*The Navy does an exceptional job of providing educational opportunities. (O-4)*

*I am a graduate of the BOOST Program. The program was a major contribution to my success in college. I feel many more people could benefit from BOOST if it was just publicized more. (O-1)*

*The educational opportunities available in the Navy are among the finest offered by any employer anywhere. A major reason why I'm staying in the Navy. (E-4)*

## **Total Quality Leadership**

### **Awareness of TQL**

*Many commands are seeking to develop awareness of TQL fundamentals and techniques through non-Navy seminars and conferences. It is very important that we provide formal Navy training on all aspects of "Total Quality Leadership" to our service duty personnel as soon as possible. (O-5)*

*It is high time the Navy adopted TQL. Training in TQL must be made available to everyone, officers and enlisted, from PO3, CPOs and officers. We should receive progressive training from commissioning source through SWO's Division Officer, SWO's Department Head, and particularly at the prospective XO and prospective CO levels. If not, TQL will never happen. LMET teaches outdated manipulative concept, like management by objectives. These processes are recognized as manipulative by sailors and are resented. (O-3)*

*Unfortunately many places, still in the Navy, do not apply leadership or total quality management skills taught at leadership schools. Many individuals, still, will practice old ways, totally opposite to what was taught at school. Consequently, if you attempt to apply skills taught, I have experienced divisional and command contempt. Hence, school is/was a waste of time/money. You will be considered a nonconformist! (E-6)*

## **Miscellaneous**

### **Comments not Subsumed Under Other Categories**

*People want to go to college but work, time, and out to sea is a problem. How about having teacher's come on board from different colleges to teach while in port and maybe while out to sea? This was done in Japan and it worked great. (E-6)*

*PACE courses are not very challenging, the instructors are very inefficient. (E-4)*

*Due to reduction in force, an educational package would be a good incentive if you were getting out (i.e., a 2 year college course—tuition paid for those rates needing reduction). My wife wants to be a nurse and we will have to pay for it out of pocket! On sea duty as the ship's Yeoman due to the amount of work, I can't make time for school! (E-6)*

*I wish that the Navy would emphasize more to people who are already in the Navy and to those who want to come into the Navy, to go to college and to teach them the importance of education. I think something should be done about recruiter fraud (maybe Captain's Mast would be appropriate). I also wish the Navy would refuse people like myself from coming in as enlisted, rather they should send them to officers' school or tell them about it. My MEP station command in Memphis has told me that my 2.6 GPA was not enough to go to OCS. Finally, being that the Navy is cutting back on personnel, they should let those who want to go back to college and have served at least half of their contract buy their way out at a reasonable cost or let them out honorably. (E-3)*

*The Navy as a whole does not seem to understand medicine as a career. The Navy only seems interested in developing administrators and not providers. Excellence in providing care is not rewarded while medicare providers who show an interest in administration are advanced. (O-4)*

**Appendix E**  
**Quality of Life**

## Quality of Life

Table E-1 presents the summary information of the response frequencies of the comments concerning Quality of Life.

**Table E-1**

### Quality of Life (QOL)

Category Name	Sub-Category	Response Frequency
Quality of Life	Pay not Sufficient	7
	Sea and Shore Rotation	5
	Single Versus Married Pay	4
	Satisfied With QOL	3
Housing	On Shore	9
	Overseas	3
	On Board Ship	4
	Miscellaneous on Housing	2
Morale, Welfare, and Recreation (MWR)	Child care	5
	Favorable	4
	Unfavorable	3
	Specific Programs	3
Support	Family Support Services	2
Miscellaneous	Comments not Subsumed Under Other Categories	4

**Note.** The total of the frequency column may exceed the number of respondents (50), because individuals sometimes addressed more than one topic in their comments.

### Quality of Life

#### **Pay not Sufficient**

*As a geographical bachelor, I do not receive full VHA for this area. I consider this most unfair. (O-5)*

*Need COLA allowances with quarterly adjustment. (E-6)*

*"Getting by" is a better term. Not as bad as some, not as good as those who work similar hours, separation time. (O-3)*

*My husband (O-5) and I (O-4) are able to afford housing in the local area. However, I'm sure it is very difficult for single income families with children to afford this area. I've heard this complaint from officer coworkers, it can only be worse for the enlisted. (O-4)*



*The only reason I can afford my apartment is because my wife works full-time. The cost of living is higher than what the Navy thinks. I could live in a lesser quality place, but I would feel unsafe and would worry about my wife on my overnight duty days. (E-4)*

*My quality of life is degraded in the area I am stationed, due to the fact that my entire income is used to maintain a quality life style for my family. I have to ask myself why my family pays for a military career? (E-8)*

*First Class PO and I can't think about buying a good quality home in San Diego, so why stay here!! (E-6)*

### **Sea and Shore Rotation**

*Quality of life is directly related to sea/shore billet. Quality of life at sea is not good! Sure, the professional and adventure aspect is high, but quality of living is not. Shore duty quality of life is prima! (O-2)*

*I marked overall quality of life "low" since I am stationed for 12 months away from my wife, but she has a nice place to stay. (O-3)*

*Greatest quality of life issue is frequency of transfers. I have had 6 PCS moves in 12 years, some tours only 6 months Currently finishing 2nd of two 18 month sea tours. Virtually impossible to buy a home, and very little stability for dependents, a critical issue during sea tours. (O-4)*

*Too much sea time bring quality of life way down! (E-5)*

*Six month deployments previous mark on quality of life down to a strongly disagree. (O-3)*

### **Single Versus Married Pay**

*My greatest concern about the quality of life in the Navy is the difference between married sailors' income and single sailors' income. (E-6)*

*It is hard for me to believe the Navy still supports the system for pay allowances like BAQ, VHA, COMRATS, and Family Separation. In this system, married sailors enjoy a much higher standard of living than their single counterpart in the same paygrade, especially when assigned to sea duty. Pay should be determined by paygrade and seniority, but it isn't. Married sailors receive more BAQ and VHA than single sailors and many times a single sailor must live in a BEQ until reaching E-5. I have lived in barracks. It's a hardship in itself. Partial BAQ could be increased to help take some of the sting out of living in a cramped, noisy barracks. Even in a high cost of living area, living in a barracks doesn't equal the quarters one can afford with a BAQ and VHA. The only way to make pay fair is to do away with BAQ and pay married sailors and single sailors on the same scale. VHA should be much smaller but part of everyone paycheck to make up for cost of living differences for all of us. (E-6)*

*My greatest concern about the quality of life in the Navy is the difference between married sailors income and single sailors income. Many of the concessions made for married sailors, especially those with dependents, are accepted as a matter of course. Work shift preference, leave dates, liberty, watches and even transportation to and from deployed units are often arranged*

*giving the married sailor priority, because so little is at stake in these circumstances. Discrimination on the basis of marital status is mostly overlooked, though it is still unfair. Since marriage is not an objective, controlled or predictable thing, it should not be used to determine preferential treatment on a routine basis in the way that rank and performance are used. When matters turn to my pocketbook, I have absolutely no tolerance for discrimination of any kind. All patriotism aside temporarily when I say, "I'm in the Navy to make a living." (E-6)*

*I am one of those single enlisted men who disagree with BAQ idea. I am E-6 with E-4s and E-5s who make more in their paychecks than I do, just because they are married. Most married enlisted have working spouses, this means they can afford a much better quality of life than I can. (E-6)*

### **Satisfied With QOL**

*I am very well satisfied with my quality of life. (E-6)*

*Now that I have been in the Navy for a year and half, my quality of life has improved mentally and financially. I am appreciative of the source of learning I am apprehending. (E-2)*

*I am single and renting a house off base. I generally find that I can afford most of the things that I need and live a comfortable moderate life style. (O-3)*

### **Housing**

#### **On Shore**

*I am very dissatisfied with my living space. I have been placed in substandard military housing and it is barely liveable. I think the Navy should provide better for its own. (E-4)*

*In the Navy leased housing we live in now, we have six people per room. Now you get six people putting food in one refrigerator and it gets messy and crowded. Three or four to a room would be more liveable. (E-5)*

*Housing in Hawaii area is pathetic. Five months wait for 50-year old houses. Most can't afford to move out in town due to cost. I will never take duty here again. (E-6)*

*Housing is grossly inadequate, especially in high cost of living areas. Housing is old and needs renovation, etc. Waiting periods too long. (O-5)*

*Rent in the civilian community here in Hawaii is too expensive, also the waiting list for housing is much to long. I've been waiting 11 months so far. (E-5)*

*The housing office is poorly operated and units are vacant for months, though the waiting list is long. (W-2)*

*The BOQ for geographical bachelors, especially me as a department head, security officer are unsat! (O-2E)*

*Base housing for enlisted sailors is short in number. (O-3E)*

*Housing is too small; cost of living is too high and I hate not having FDA MDA. (E-7)*

## **Overseas**

*Embassy housing is good, however not enough living space. Recreation is OK. (E-6)*

*I live in Naples—the quality of living is awful. Lose water and electricity regularly, and break-ins occur often. (O-3)*

*The housing in Kelfavik is awful. A good portion of the quarters are old and in disrepair. Child care is not a good situation, especially for watch standees! (O-5)*

## **On Board Ship**

*I flat out hate my living condition on board USS JASON. Just in the last 5 minutes I was assaulted—can't report it. No one ever sees anything so cases are dropped. I've had my locker broken into 5 times in the daytime and no one sees anything. Since I've been here, I've had close to half of my stuff stolen. (E-2)*

*There are too many thieves in the Navy. Even though you try to keep things locked up it seems they find a way to steal your possessions. This way of living has greatly decreased my chances of staying in the Navy. (E-3)*

*I live in enlisted berthing on a ship. I have to keep everything (which isn't much) locked up to keep it from walking off. I can't afford an apartment. I don't feel like I have a life, much less enjoy it. (E-4)*

*While in port, we live in the barracks. I feel that the rooms we live in are entirely too small for four occupants. I also believe that living in "cramped" quarters on the submarine as well as the barracks, tends to affect morale for the worse! (E-4)*

## **Miscellaneous on Housing**

*Housing—when I moved in Navy housing (about 4 years ago) housing staffs were not courteous, not receptive to tenants complaints (personal experience), the manager was not very professional in handling the complaint I brought to her attention. Now I think things have changed a lot better compared from 4 years ago. I hope they keep improving what they have started, regarding "CUSTOMER SERVICE" with the tenants. (E-6)*

*If housing is unavailable, the Navy should consider paying rents for personnel in the civilian sector, especially in the high cost of living areas. Set up a policy, then when housing opens up, the member and his/her family must move in. (E-7)*

## **Morale, Welfare, and Recreation**

### **Child Care Services**

*Child care is not convenient or affordable. Home day care is scarce. Big problem here! No facilities provided for social gatherings. (E-7)*

*The child care program here is crazy, because I've been on the waiting list for 12 months. By the time I get day care, I hope to be leaving this place. (E-4)*

*The Navy should provide child care at very low cost or no cost to members with spouses also in the military. (E-4)*

*You need more or larger child care centers—big morale issue. We use Air Force MWR Programs. The Navy's NDW is nonexistent. (O-3)*

*Child care at military bases is too expensive. (W-2)*

#### **Favorable**

*The MWR program provides a variety of things to do and it has affected my life in a positive way. (E-3)*

*I fully enjoy the services provided by MWR and strongly believe in the program. (O-3)*

*All programs help makeup for the lack of morale. (E-2)*

*MWR programs are vital to maintaining a quality of life that is conducive to having a person decide on a military career. (E-9)*

#### **Unfavorable**

*The MWR program here is very poor. They make a lot of money but do very little in supporting staff and students. Child care at military bases is too expensive. (W-2)*

*MWR at this duty station refuses to support military personnel! The civilian employees seem to have priority over military members. CPO Club service ranges from poor to nonexistent. At this base CPO stands for civilian personnel only. (E-8)*

*MWR programs are a waste of U.S. tax dollars. (O-4)*

#### **Specific Programs**

*I would like to have a golf course on base for my recreational needs. (E-7)*

*I am very concerned about the O club and its future at this base. (O-3E)*

*No officers club at present duty station. (O-5)*

#### **Support**

##### **Family Support Services**

*Navy relief isn't working in all emergencies or cases. It has to be death or life or stricken to the lowest extent for anyone to get help from them. Unsatisfactory, unfit, and very stupid (E-3)*

*Although my wife is a Navy member, the ombudsman network did not work for her during my deployment in Desert Storm. She had no contact, apparently because she is military and didn't need it. Overall, unsatisfactory. (O-4)*

## **Miscellaneous**

### **Comments not Subsumed Under Other Categories**

*I feel the Navy spends too much time and money on the needs of dependent. More time and money should be spent on the individual sailor. (E-6)*

*Child abuse cases are on the rise! It is not because morale is up! (O-3E)*

*I am single with no children, and I have seen a negative impact in the work center caused by child care problems by Navy members. I feel there should be more information given about the very great responsibilities of raising children, especially by single women. Our Navy career must come first in order to maintain a strong Navy. Many people plan their families and anticipate financial, and emotional decisions, but far too many do not. I have seen too many women get pregnant to avoid deployments and feel that they should have their sea duty extended to cover missed sea duty, or have their six week "baby leave" added to their EAOS. The sob stories I read about an E-3 with a wife and four children on food stamps are the result of not planning their lives, not a result of underpayment. Perhaps the Navy feels that telling people how to plan their lives is too "personal", but I feel that more training is needed on personal responsibility of our own lives. (E-6)*

*I live on an Air Force Base in Misawa, Japan, not a Navy Base. From my observations, the Air Force does a better job than the Navy in the entire family support arena. Most of the questions above for my case, apply to the Air Force programs. (O-1)*

**Appendix F**  
**Organizational Climate**

## Organizational Climate

Table F-1 presents the summary information of the response frequencies of the comments concerning Organizational Climate.

**Table F-1**

### Organizational Climate

Category Name	Sub-Category	Response Frequency
Women in the Navy	Women Should not be on Ships	9
	Women Are Shown Favoritism	7
	Education is Key	4
	Political Battle	3
Sexual Harassment	General Comments	13
	Accusation can be Harmful	2
Fraternization	General Comments	6
	Restructure	6
	Chain of Command Relationship	3
Equal Opportunity	Reverse Discrimination	7
	General Comments	2
Organization and Administration	General Comments	4
	Micromanagement	4
Miscellaneous	Comments not Subsumed Under Other Categories	5

Note. The total of the frequency column may exceed the number of respondents (50), because individuals sometimes addressed more than one topic in their comments.

### Women in the Navy

#### Women Should not be on Ships

*About the Equal Opportunity Program, I feel women on subs should not be allowed because of the fact of tight closed areas with men. If it was a total female sub that's possible. (E-4)*

*I feel women aboard ships is asking for unwanted pregnancy and turn Naval combatant ships to a potential floating whore house. (E-4)*

*I think that women on ships (CV) will cause problems. There will be berthing problems, as well as sexual problems. Where there are men and women, there will be problems. Also, gay men or women should not be allowed into the service. Being on ship for 6 months is bad enough. I certainly do not need to have a homosexual living with me or around me. It is not a healthy or conducive lifestyle. I don't care what anyone says. (O-3E)*

*I think women should be allowed on ships. . . where the crew is entirely made up of women. Intermixing on board ships is a time bomb. I was deployed for Operation Dessert Storm on the USS FLINT and saw numerous couples on board that did affect ship's work. I also saw an enlisted and officer check into the same hotel room. Women are also treated with "kid gloves." A female H-46 trainee crewman took over a year to make 2nd crew. The crew chief NATOPS crewman was forced to let this unsafe trainee continue to fly. (E-5)*

*This may be the only time in my career which I may be able to comment on these issues without damaging my record (if you say what you mean on page 2). I strongly feel that assignment of women aboard ships is out of control and has had a negative impact on readiness, morale, and fighting spirit which a good Navy man was once proud of. They (women) provide me with absolutely no leadership what so ever. There is a gentling effect throughout the Navy which has turned the service into a bunch of sissies. They cannot handle a man's job, yet, the Navy insists on lying on a daily basis on how wonderful they are. All we have done is lowered the standards and put the burden on the men in the fleet to take up the slack. I do not want anything to do with them. As far as I am concerned, they have ruined the Navy. I do not want to be a woman or to act like one. It was a mistake to put them aboard ship and the Navy won't admit it, because no one has the guts to say so. Well, at least I'm saying it and I thank you for this once in a career chance to do so. I believe you are going to make the numbers come out the way you want them anyway and my comments are insignificant, but there is a small chance they could make a difference and I felt that if I ever got the opportunity to say so, I would. (W-2)*

*I strongly disagree with women serving on board submarines, combatant ships, and combat aircraft for the simple reason that I do not want to put my life in a woman's hands when under attack by hostile forces during wartime situations. I feel that women are not physically or mentally reliable under such overbearing circumstances. (Note: there are some exceptions.) (E-3)*

*Females on board combatant ships, particularly submarines and other ships with lengthy operational commitments, is totally unsatisfactory. I feel this would be catastrophically disastrous to crew morale/attitude and in all likelihood seriously impair the ability for the ship to meet it's commitments. I believe such a policy decision would radically affect the Navy's EO prowess in an adverse manner. (E5)*

*I realize the Navy of the future will have both men and women serving on combat ships, but have studies been done on the pregnancy rates of women who already serve with men aboard ships, the cost factor to the service, and the effect on readiness? I am not saying it is the woman's fault. It is a two way street. But can you imagine what happens when women move aboard aircraft carriers? Of course it is only human nature for the two to attract, and with 6-month deployments, we are in for a big surprise when this transition does take place. (E-5)*

*I am currently in an all male command. I have served in a male/female command. As a department head, women are a disruption on sea units spending extended times at sea. Women should continue to be assigned to support ships for career opportunities. Assignment to combatants is a mistake. The average age of sailors is about 19-20 in my unit. You can make as many rules and regulations as you want, but throw a group of men and women at that age group in a confined environment and relationships are bound to develop. (O-4)*



## **Women are Shown Favoritism**

*I do not agree that the Navy is progressing towards an equal Navy between men and women when there are too many differences and unequal benefits between the sexes. How is it that women don't even have to keep up with men in the P.T. exams? Women are given more time to run and less to do than men do. Since I'm 30 yrs old, women should be able to outrun me—just coming out of high school instead of the same or more time. Why is it that women generally have more benefits than men, or unequal benefits? Why is it, if a woman mentions sexual harassment that the man is automatically guilty? It seems to me that sexual harassment is now a convenient way for women to get whatever they want. Why is it considered choice shore duty for men and the same billet considered sea duty for women, such as Philippines? (E-6)*

*Women are favored at times. That is not fair. It has been my experience that women receive unfair advantages in certain conditions. This is only to be expected until there is a shift in the way men and women view each other in our society. "The Navy is not a social experiment." (O-3)*

*Women take up too many jobs that they cannot do as well as a man. In most cases of manual labor women cannot perform as needed. I feel discriminated against because I am not a woman. I don't like having women in the Navy. (O-4)*

*I feel affirmative action and "quotas" are wrong! I feel that there should be one mental and one physical standard set for each billet. If the student/applicant passes both the mental and the physical standard, they should be allowed to execute the duties of their billet to their fullest potential. Anything else is wrong. It is my opinion that affirmative action and quotas breed animosity. If everyone has to pass the same test to achieve their position, there would be a lot less doubts and second guessing and the Navy would be able to grow in positive directions. (E-5)*

*I was shocked to find out a female DP3 has to score higher than a male DP3 to advance. I don't care about your seal/shore requirement. This is true discrimination, sanctioned by the Navy. A travesty. (O-3)*

*"Sexual harassment" and "equal opportunity" are totally unjust in today's Navy. They do nothing to protect and promote a good working environment. Minorities are now able to utilize these programs to unfair advantage. (E-6)*

*I have no problem with women serving in the Navy. However, I am sick and tired of seeing women get preferential treatment from the men that work above/with them because they have been threatened with, or are afraid of being threatened with sexual harassment charges. I am not saying that all women do this, but at the two commands I have been stationed at that had female personnel, a large majority of them have done this and unfortunately are successful. (E-5)*

## **Education is the Key**

*The key is to educate people from the beginning on behavior between the sexes. How you communicate with someone of the opposite sex in a bar is not the same as in a work place. Favoritism is just as bad as sexual harassment. Women are in the military for good. We have to put out more effort to form proper attitudes between men and women—until then, there will be no equal opportunity. (O-3E)*

*I think that the Navy has the right idea of battling sexual harassment and equal opportunity issues through education. (O-3)*

*EO and sexual harassment are legitimate programs requiring ongoing education and monitoring. (O-5)*

*I feel that more senior enlisted, E-8 and E-9, need refresher training on sexual harassment. These men don't care; they have been in too long and no one will press charges due to the effect it will have on them. I have a very low opinion of E-8s and E-9s as a whole. I don't trust them. (E-5)*

### **Political Battle**

*It is my opinion that due to the conditions aboard ship, the time is not right to integrate women. Also, as a whole the American public does not want this. Once again we are listening to a very vocal minority. (O-3)*

*This issue of women on/in combat ships, aircraft, and subs is a political battle—not one of equality. Women deserve to be treated equal! But, until the laws can support a truly equal environment, the disparity will continue to drive a wedge between the sexes. (O-4)*

*I don't like women's groups, etc. Let's promote equality in absolute terms not from a stand point of redressing past wrongs. Politically correct isn't correct. (O-4)*

### **Sexual Harassment**

#### **General Comments**

*Personally, I am a bit tired of hearing the words "sexual harassment." I was one of the first females to serve on board a ship and I worked with all males as a security officer. I feel that you must, first of all, have a sense of humor when working with men or women. If someone gets a little out of hand, it can almost always be handled exclusively between the two parties involved. It has hurt my feelings when I thought that a male coworker was nice to me because he liked me as a friend and then it ended up being for sexual reasons. I always talked to them alone and told them how hurt I was and they always felt bad about it and apologized for it. I feel that we are all adults and we should be able to handle adult situations in an adult manner. I also believe that a lady is usually treated like a lady. (E-5 female)*

*In response to the sexual harassment, when I made a person aware that I found the behavior offensive, they stopped. (E-4 female)*

*Sexual harassment is a joke. Most of the women I know of in the Navy have dirtier mouths than I do, that is, until a male member comes around. Then they don't appreciate that sort of talk. (E-6 male)*

*Women should not be in the military. (E-3 male)*

*I, myself, feel that this fraternization and sexual harassment thing has been blown way out of proportion. There are many things said in normal day to day conversations that can be construed as sexually harassing to another. (E-3 male)*

*Sexual harassment is one side of the problem. The other is sexual "politics" which seems to take advantage of mutual attraction. It places leaders/managers in uncomfortable situations. It is a phenomenon which exists, but it is not given the attention it deserves. In many cases, the effects can be more severe than perceived harassment. (E-5 male)*

*I just want to address the following. When I first entered the sub force, I had no idea that I would be teased sexually by crewmen. I immediately went to my immediate supervisor and told the main culprit to stop. I was immediately shunned and ostracized. I had no help but God and the EDOJ to qualify in subs. I feel that my rights were violated because "I wouldn't play." I got over it, I went on but I still feel that some of that teasing has made a life long impact on me. I wish that there was some better avenue I could have gone by. By prayer and perseverance, I have done well to stay in the sub force. Because I did choose not to "play" that way during my initial qualification period, I learned the only help I had was myself. I'm addressing this "teasing" because I was ostracized and to this day I remorse over it because I didn't have to be treated that way and it gave me a bad attitude for a while and it affected my performance. I am just saying that I understand what it means to be sexually harassed. Only after I was qualified did I understand that the guys were just playing mean, cruel jokes. But they did everything they could to make me believe I was next to get it in the rear. I just think that there could be a more acceptable and appropriate form of hazing. I'm over it now. I am making these statements because I feel that I'm in a position to where my statements mean something and "this kind" of harassment can stop. Nobody should live in fear like I did during those first months of my initial qualification period. (E-5 female)*

*I would like to address the sexual harassment issue. I have been sexually harassed at this command. I reported aboard 22 Oct 91 and the sexual harassment began 23 Oct 91 by my chief. I documented 3 different incidents and finally reported it 18 Feb 92. I don't want attention drawn to me because I feel I will carry the attention through my career, if I reenlist, but, also, I want something to be done to my Chief (noted in evals) so that if this comes up again he can be investigated. I am 24/E-5/5 years and I feel an 18/E-1/3 month female would be under much more pressure and too immature to know what to do, and may give in to the advances, I also don't want to ruin my Chief's career, but he has ruined mine and my ability to perform has dropped tremendously. It's a matter of time before I can no longer be strong about this. I feel he couldn't care enough about his career in the first place to do this kind of thing. This is a first in my career. The suffering I endure is silent and the minor extra hours/work is what the Navy would call petty/immature complaints. So I can only hold it in. The Chief is of course doing it on purpose and I must follow a direct order. He is abiding by the CYA rule faithfully. I have started smoking again and grinding my teeth painfully to my dismay. My suggestion is that the victims can get the harasser investigated (set up) and have the proper disciplinary action. By the person being set up, the proof would be solid and no one gets hurt. (E-5 female)*

*Question #87 is directed strictly toward women in the Navy. This is very unfair toward men in the Navy because men don't get whistled at and every man I've ever known wouldn't mind it a bit, unless it was from another man. Women are very sensitive to such petty things. I can understand not wanting someone else touching another person. I also disagree with questions #88-91, because these are used to indicate or rather point fingers at "those who are most likely to sexually harass others" which can't be determined by such an inaccurate survey. (E-3 female)*

*Women are prohibited from being assigned to my unit so I have not been exposed to a great deal of sexual harassment or fraternization. (E-5 male)*

*No formal presentations on key issues such as sexual harassment and fraternization have been made to the troops. We most often learn of policy via informal, printed material which has taken the place of GMTs. (E-6 male)*

*I don't think the Navy ship community have gotten the message concerning sexual harassment. Sexually related pictures are allowed to be posted in work spaces with no consideration for shipmates who don't engage in that sort of thing. I believe sexually related material (books, calendars, etc.) should be used in the privacy of its owner and not exploited for everyone else to see. The problem is ship wide. There needs to be specific guidance from the top (CNO) concerning what can be posted and what can't. (W-2 male)*

*Girlfriend endured whistles, calls, hoots, and yells virtually every time she came to ship unaccompanied to visit. Calls were made by enlisted men from other ships on pier. (O-3E male)*

#### **Accusations can be Harmful**

*Sexual harassment: your questions imply a fundamental lack of understanding about the empowering granted the accuser. A tremendous weapon has been given to people: "he/she harassed me." Whether a deliberate falsehood or misidentification/error—the accusation is in itself a form of harassment. . .even if no adverse action is taken, the stigma is still there. . .despite all the emphasis on EO I see a basic reluctance on people's parts to resolve the issue between the dissenting/offending parties (correct: "you offended me" "sorry won't happen again" ) what really happens: (Put up with it until "file" complain with seniors"). (O-4 male)*

*My personal opinion is that some personnel can get someone else in trouble just by saying they were sexually harassed. (E-5 male)*

#### **Fraternization**

##### **General Comments**

*The greater the effort to integrate the sexes on board ships, the less relevant fraternization standards become. (O-5)*

*I, myself, feel that this fraternization and sexual harassment thing has been blown way out of proportion. There are many things said in normal day to day conversations that can be construed as sexually harassing to another. (E-3)*

*I believe female officers deal more strictly with fraternization than do the male officers, even if there wasn't a problem. Workers (male and female) do tend to joke around to ease tension, even casual conversation could be taken as fraternization. (E-4)*

*In the EOD field it is important for team members to feel comfortable with each other, hanging out together on off-duty time builds the strength of the team. That should not be considered fraternization. (E-5)*

*Fraternization happens so often at my command that it's been renamed "office politics." I strongly believe that this type of behavior effects us all in one way or another and should not be allowed. (E-5)*

*Fraternization: It's hard enough to find the right person, especially in today's society. Today's rules are so restrictive as to be laughable. You mean I can't date my old high school girlfriend when I'm on leave 6000 miles away because I'm a Navy O-4 and she's an Army E-7? Yup, even less extreme examples are overly restrictive. This policy is the main reason I do not participate in any command functions. I have little enough time to develop and attend to my friends. I will not waste time socializing with people I can't fraternize with. Thanks for the chance to provide my (extreme) views. (O-4)*

### **Restructuring Needed**

*The policies on fraternization are vague and vary from command to command. The commands that seem to function the most smoothly in this area are the ones where the CO posts his policies upon taking the helm. All CO's should use this practice. (O-3)*

*Fraternization—I do not believe there can be any clear cut policy. Yet, I do not believe common sense is being used. Who's to say an officer, senior enlisted, or just plain enlists cannot be attracted to each other, especially when they are not of the same command and have no bearings on their career. I would be more than happy to participate in any program developing guidelines. I feel in this aspect many Navy personnel are being unnecessarily harassed. (E-8)*

*Some fraternization rules are unrealistic, especially on ships. Where you have males and females together in such a close environment for long periods of time (e.g., med cruise) people will get involved. (E-7)*

*Fraternization regulations should go away. My wife, a former Navy nurse, and I were close to breaking up our dating relationship because of these regs. She did resign her commission to prevent further problems. Even though we did marry (which made everything OK), she has felt cheated out of a career in the Navy. If handled properly, an officer/enlisted relationship shouldn't interfere with a working relationship. (E-6)*

*Most Junior personnel have a vague understanding of fraternization—although not only enlisted, but also officers. Most of us came from different backgrounds. That's why it should be taken into consideration that, as soon as they (recruits) are on training—they should be warned and be aware of the effect of fraternization. Officers should be the same way. They should be aware of the circumstances. But on the other hand, when two hearts chime together. . . It should not be considered fraternization. Members hopefully will be aware of the matter and will be guided. (E-6)*

*The fraternization policy is in need of realistic restructuring. Since 1974 (boot camp) I have seen and met numerous persons, juniors and seniors, to me who have felt attracted to persons the frat policy encompassed. Genuine attraction male-female seems rare enough these days and marital stats in and out of the military are terrible. By allowing junior and senior personnel relationships to be open, out of the heterosexual closet so to speak the only negative effect of fraternization can be fairly dealt with. The ability of one senior person to impact a subordinate's career still exists covertly and is more damaging and more possible just due to the secretive nature.*

*An O-6 and E-3 could equal 40 years of happy marriage, two 20 year naval careers that are productive and exemplary—all that would be required is an honest call to the O-6's OinC and new (hopefully spousal co-located orders for one member). Militarily, all due proper respect for position and rank could still be maintained. Fraternization can be regulated and educated about but it should be done within bounds that allow for something deeper than human nature. All of the things that can affect EO and sexual harassment are learned and maybe practiced for years before one is old enough to enlist in the military or join the work force. They can and are being educated on. However, emotional attraction to another regardless of rank, position, or age cannot be dismissed—just reworked within the system. The openness of a relationship would/does disallow much of the unfair opportunity a senior could offer a subordinate and still allow both members to lead successful military careers. These are just opinions but they are based on almost 18 years in and out of the service. I have seen sexual harassment situations arise from the secretiveness that fraternization causes. I've even seen manipulative subordinates almost blackmail senior personnel who feared exposure for expressing interest in the subordinate—again because of the very policy and its inability to allow for human nature. Senior E-6s and E-7s share much more with O-3 and O-4s in age, background, and even emotional trials (i. e., divorces or child care requirements). Within small commands even such a relationship could be dealt with by departmental shifts which wouldn't have to impact operational requirements. Let's readdress fraternization someday like we are reeducating on sexual harassment today. (E-7)*

#### **Chain of Command Relationships**

*In response to the fraternization, I think it is wrong for officers and enlisted to date within their chain of command. However, I do think that it is permissible for officers and enlisted to be friends. I think it makes for a better working atmosphere and causes fewer communication problems. (E-4)*

*I feel that if the people involved in a relationship are not in the same chain of command, they should be able to have that relationship. (E-4)*

*I think the Navy policy on fraternization is wrong. I feel unless one of the members is doing the other's job performance evaluations, then it shouldn't matter what type of relationship you maintain. (O-1)*

#### **Equal Opportunity (EO)**

##### **Reverse Discrimination**

*It seems to me the only persons being truly discriminated against in today's Navy are the Caucasian males. Blacks go to Captain's Mast and get off and Caucasians go to mast for the same things and get burned. Am truly dissatisfied with equal opportunity in the Navy. Junior personnel who use the chain of command are made to feel inferior, talked down upon, and usually discouraged from using it. Advancement opportunity sucks. Chiefs who have no ship sea time trying to run a department in a shipboard environment is unsat. (E-6)*

*In regards to Equal Opportunity, I don't feel the Navy has an EO program because women and minorities receive preferential treatment because of their sex or race. (E-6)*

*Females should be allowed in any male programs as long as they can perform up to speed. There should be no special treatment. It feels like reverse discrimination. (E-5)*

*The Navy in its efforts to show how nondiscriminatory they are, are now reverse discriminatory towards white males. In the Navy there has been a big upswing on new promotion and officer programs for so-called minorities and women, with none I have heard of for the average white male. With this, I believe the Navy causes its own racism where none previously existed. (E-5)*

*I object to the Navy's (and societies') double standards with respect to racial, minority, and feminist awareness programs-organizations, and attitudes. . .pride in ethnic heritage is OK for minorities, for Caucasians you're a neo-nazi. (O-4)*

### **General Comments**

*I feel affirmative action and "quotas" are wrong! I feel that there should be one mental and one physical standard set for each billet. Any thing else is wrong. If everyone has to pass the same test to achieve their position, there would be a lot less doubts and second guessing and the Navy would be able to grow in positive directions. (E-5)*

*Absence of questions regarding race relations was interesting. If it is because it is less of a problem in the Navy than society-at-large (which I believe is true), that is fine. If it is because it is believed there is no problem or it is no longer important so, not so fine. (E-7)*

### **Organization and Administration**

#### **General Comments**

*Advancement criteria and assignments for senior ratings should be revamped. As far as eligibility requirements, they should stay the same. However, separating communities in which a sailor is part of and competing for advancement among the peers in that particular community is, in my view, discriminatory (i. e., Submariner vs. submariner, surface vs. surface, etc.). To say that the Navy will advance 64 MSC's to MSCS and there are only 2 (ss) designated MSCSs needed so we are or going to advance 2 from the sub community even though, let's say, 30 MSCs (ss) exceeded the highest standards of their surface counterparts. Those 28 MSCs (ss) not selected are being discriminated against because they wear the submarine warfare insignia. There is no longer equal opportunity for advancement. A possible solution would be to drop the assignment restrictions at the E-8 level where that Senior Chief could be assigned to any billet that the Navy needed regardless if it was on a submarine or surface ship. Of course not all E-8 would be compatible for cross community assignments, therefore, this could be regulated by a specific NEC. This would open up advancement fleet-wide. The overall benefit for the Navy would that only the most knowledgeable and competent individuals get advanced and those individuals would be assigned throughout the Navy as a whole and would not be limited to specific communities. Also this holds the possibility with cross community exposure that the individuals become better leaders and managers. For the individual the chance for equal advancement would once again be reality. (E-7)*

*I'm a Navy Seal and believe the Seals have an excellent organizational climate. The worst possible thing to do to special warfare would be to have it fall under total control of the U.S. Army.*

*Keep Seals in the Navy and not in the "Big Green Machine." Another point concerning Seals is the lack of a specific rate for Seals. Many of our enlisted have trouble making rate because their duties do not have them working within their rate. They are then judged against regular fleet sailors. Test Seals on what they do not what their rate claims they should know. (O-1)*

*The organizational climate has been deteriorating. While upper level information (JCS, CNO) has been forthcoming, lower level CNAL, TYPE WING, FUNC WING leadership has been indecisive. My impression is that rather than trying to deal with how to restructure the Navy to meet future challenges, current leadership clinging to the past, trying to preserve or justify their own existence. I think this impression and disappointment (especially in the VP community) goes very deep. Not a happy time to be in Navy Air. (O-5)*

*Often decisions in our chain of command are made and changed on a continual basis. The constant restructures of key positions in the chain does not allow for continuity. Often new faces bring new changes, however, when a new face brings new change and then is replaced by yet another new face, all is lost in the confusion. People at the middle and upper levels of management need to remain in position in order to allow their position and the chain to function smoothly. (E-6)*

### **Micromanagement**

*The command I am presently stationed with is very micromanagement oriented. This frustrates the senior enlisted personnel and sets a poor example for junior officers. (W-2)*

*(1) There is entirely too much micromanagement in the Navy. (2) The upper echelon (i.e., CPO, DO Department Heads) love to push the use of chain of command on the way up but don't use it enough on the way down to blue shirt level. (E-4)*

*Treatment of myself by immediate chain of command, I feel, is okay as long as things are going right; there are no problems in the division. When, if there is, the case is handled, I feel with extra scrutiny. This makes my job, as division officer STRESSFUL in comparison with peers. This feeling, in turn, compels me to never allow a Capt's mast situation to exist. I work extra hard to ensure nothing falls through the cracks. However, with a division of over 80 men, it has happened. The last of those few occasions, I was told that my division is "out of control." But upon questioning by me of immediate chain of command assistants, there was a plan for me to step down, it was never considered!! I get mixed signals. I'm outstanding—then I'm not. (E-8)*

*Organizational Climate: I've moved to another department because I was unable to perform my responsibilities professionally. In this recent department, I'm able to perform without any limitations within Navy traditions. The Navy has found its way through the years. Recently it has become contaminated with micromanagers, everyone from Wing Commanders to CO down to CPSs. My opinion is that it's a panic of their ability to lead so they are perched on your shoulder changing 90% of your decisions not allowing you to do your job. I find it degrading. I looked forward to running a shop without a CPO around every time you move. CPOs are not teaching anymore, they are sweating 90% of it all. At the same time they are promoting more with evaluations to their friends who will continue this disease. Small communities need to be diluted more. They tend to get away from proper procedures and violate rights and personnel EO. (E-6)*



## Miscellaneous

### Comments not Subsumed Under Other Categories

*About women in A/C and combat roles: Somebody make a decision! And then make it a whole-hearted one, whichever way you go. Half-hearted attempts will just not cut it. And cause more problems than otherwise might be. Every sailor in the Navy should know that—whatever decision is taken—every single star in the upper ranks supports the decision. (O-3)*

*This is the first command in my 20-year career, and just during the past 7 months, where obvious favoritism has been so rampant that it hindered the professional growth of others. In addition, it has been disruptive to wardroom camaraderie and morale. Many officers who could normally extend on board this remote deployed tender, do not, because of the command climate. (O-3E)*

*I am in a position of leadership and well aware of chain of command, EO, fraternization, and sexual harassment information and policies. Yearly training in these subjects is not necessary for me. (O-4)*

*I am satisfied with my job because in general, I like the Navy. I, also, recognize that major change is slow. But if I had the choice to go into any career field in the Navy, I would be a warfare officer instead of 1100. (O-3)*

*The Navy is undermanned. If we are to reduce the size of the Navy, we need to man all commands at 97% or higher. Reducing manpower alone without reducing commands increases individual work load. This increase load is especially critical in those organizations already undermanned. Once again this can be pivotal in retaining the quality personnel so desperately needed for the future. (O-3)*

**Appendix G**  
**AIDS Education**

## AIDS Education

Table G-1 presents the summary information of the response frequencies of the comments concerning AIDS Education.

**Table G-1**

### Acquired Immune Deficiency Syndrome (AIDS) Education

Category Name	Sub-Category	Response Frequency
AIDS Concerns	Need More Information	10
	Information Weak or Nonexistent	6
	Some Information Good	5
	Sufficient Training for AIDS	3
Recommendations	More Teaching is Necessary	7
	Education Should be Mandatory	6
	Information Should be Up-to-Date	3
	More Research Needed	2
	Condom Distribution	2
	Abstinence as a Solution	2
	Personnel With AIDS Should be Isolated	1
Behavioral Factors Related to AIDS	Heterosexual Behavior	6
	Homosexual Behavior	2
	Drug use	2
	Suggested Alternatives	2
Miscellaneous	Comments not Subsumed Under Other Categories	7

Note. The total of the frequency column may exceed the number of respondents (50), because individuals sometimes addressed more than one topic in their comments.

### AIDS Concerns

#### Need More Information

*More information and training is needed. I believe it is taken very casually and within the Navy community, it is generally felt that it is not a problem because we are tested annually. (E-5)*

*Need to educate junior enlisted personnel most of all. (O-3)*

*I believe we need more information on AIDS. (E-4)*

*More comprehensive information regarding AIDS. (E-3)*

*AIDS needs to receive even greater emphasis and knowledge. (O-2E)*

*Keeping people informed of this deadly disease will keep the spread of AIDS to a minimum. Let's continue to reiterate this to people who still don't quite understand how serious this disease really is until we find a cure. (E-3)*

*There needs to be much more information distributed. (O-4)*

*I think that AIDS should be stressed more in the military than anywhere else. (E-5)*

*There is a great deal of misconception about the AIDS virus. Few people really know something, if anything, about AIDS and its causes. I feel the Navy needs to do more in its education of its people. I feel that although I kind of know some about AIDS, most of what I know are from civilian sources. (E-4)*

*Education and stressed awareness is needed to keep sailors from falling into danger. (E-5)*

#### **Information Weak or Nonexistent**

*Unaware of what Navy is currently offering for AIDS education since DVINS status. (O-3)*

*Education on AIDS is very weak. A lot of people know that AIDS is bad, but are not exactly sure what it is. They just know that AIDS kills. (E-6)*

*Let's get the word out. Saw the AIDS video "A Soldier's Story" about 11/2 years ago and that is about all. Also, my opinion if some one within the command has AIDS, all personnel should be tested immediately. Someone disappears real quick and you wonder AIDS or what. This thing is a killer. (E-7)*

*At this command little or no education on AIDS is provided. (O-2E)*

*Are commands suppose to train and teach? If so, lets enforce this issue with strong pressure and hold every one accountable. (E-9)*

*Smaller commands none—very little/also very poorly presented. (O-4)*

#### **Some Information Good**

*The video, "A Soldier's Story," was the most informative instruction I've ever had and it sticks with me even to this day. (E-4)*

*AIDS education in the Navy is very informative. Keep up the good work. (E-5)*

*The Navy medicine and hospital has been very active in battling AIDS. A recent article in Navy Times was informative and brought out that the Navy and Naval hospital does care about the personnel infected with HIV. (E-5)*

*AIDS education has come a long way. Keep up the good job. Keeping people informed of this deadly disease will keep the spread of AIDS to a minimum. (E-7)*

*AIDS education in large training facilities very good. (O-4)*

## **Sufficient Training for AIDS**

*Overkill for informed individuals. As a faithful married man, I know more than I want or need to. (O-3)*

*I think that there is a lot of information out on AIDS and if people would just be a little bit more careful on choosing their partners or activities they choose to participate in they would lessen their chances of getting the virus. (E-2)*

*If someone doesn't know about AIDS by now, you are wasting your time and my money! (E-7)*

## **Recommendations**

### **More Teaching is Necessary**

*We need to teach more, but the Junior Enlisted and Officers don't think they have to worry. And statistically they don't! If you're young and have sex with non drug users your risk is low. But it only takes one. When you're young and dumb, you don't care. Only the old married farts like me, who have lots to lose and the wisdom to realize the risk are going to use a condom every time. (O-4)*

*During the summer of 1987, I was involved in a misunderstanding about AIDS due to a lack of communication by hospital personnel and lack of training and testing by my command—NAVSVOFLANT READSVPGRU. (O-4)*

*Education is the only way to keep AIDS from becoming the worst killer of all. (E-5)*

*As a health care provider in two teaching hospitals, own education is excellent. The materials written for adolescent dependents are hard or impossible to find. They are at equal risk to young enlisted and NEED good information. (O-5)*

*We are missing the 18-25 year olds in the civilian community and obviously in the military community. (O-4)*

*I feel that an informed public is the best defence against AIDS. After all is said and done, it is the only disease that I know of that you can protect yourself from with 100% certainty. (E-3)*

*My subordinates aboard my last ship received extensive training by the ship's Medical Department (consisting of an HM1 and an HM2). Both HMs gave training lectures until they were blue in the face. I back talked with my subordinate every time I got the chance, which was just before pulling into foreign ports, and once every two weeks while in home port. Bottom line—they still didn't think that the message applied to them. They would go out and do their thing with and without condoms and then ask the HM2 to perform an HIV test to see if they should start making arrangements for funeral services. (E-7)*

### **Education Should be Mandatory**

*AIDS education should be included in all the Navy's formal training programs starting from boot camp training all the way up to LMET/NAVLEAD, etc. (E-7)*

*AIDS or STD in the Navy is a very important subject that needs to be addressed by all personnel. On NAV SUB base New London there were reports of two female civilians with AIDS or STD's that insidiously came on base to spread the disease to personnel on base. (E-8)*

*Should be a mandatory annual health GMT item. (E-7)*

*NEEDS TO BE MANDATORY. I see/hear about too many possible problems. (O-3)*

*I think educating the troops is an important trait of a good (great) leader—no matter the subject. But with something as deadly as AIDS, all hands need continuous believable info on a long term basis—directed and supported at every level in the command.(O-4)*

*With the AIDS epidemic on the rise, the Navy needs to place this subject on "the must" list of training. (E-9)*

### **Information Should be Up-to-Date**

*Need continuing and up-to-date information on this subject due to its magnitude. (E-5)*

*I think that the people who give the GMT lectures about AIDS should know about the disease in detail with a knowledgeable doctor there to answer any questions the presenter might not know. (E-3)*

*A Navy Flight Surgeon, lectured my squadron's enlisted on STD's and HIV/AIDS. Also lectured patients who come in with STD's on risks of HIV/AIDS. Suggest more physician specific training on developments in HIV/AIDS detection/contraction/treatment. There is even much misinformation among physicians. (O-3)*

### **More Research Needed**

*Combine the knowledge of all the top researchers in the world and have them work closely together for a cure on AIDS and cancer. Controlling fusion, setting up a real life Star Trek government policies that reach the peoples needs, not the popularity of disturbed morals. Set a world-wide market economy and have the United Nations serve as the politicians voted into their positions by everyone in the world. (E-3)*

*I think they should find out for sure how AIDS can be transmitted and how to prevent it before they go telling people "we think you can catch it from this" or "you can't get AIDS from this" because I don't believe they know! I think they make something up to keep people calm. They should find out what's up before they try to tell us what's going down! (E-4)*

### **Abstinence as a Solution**

*Why are we afraid to teach abstinence? Shame on the chaplains. It is the safest and most morally correct sexual practice outside of marriage. If you don't fool around, you can't get it from sex. If you do, then your sins have found you. If you get it during a blood transfusion or from your doctor/dentist, all of your protection in the world can't help. Keep training the sailors though, If they can't stop immoral sex (i.e. have weak wills), then protected sex is the only smart way*

*physically. It is still just as deadly spiritually! Eternal punishment is far worse than suffering the ravages of AIDS for a few years. Get the chaplains on board with proper training here! (O-5)*

*Complete abstinence will never work, it goes against human nature, thank God. I feel people will be able to practice "safe sex" without the worry of contracting the disease. (E-3)*

### **Condom Distribution**

*Fleet sailors (deployed) are in great need of education and condoms—based on STDs that they're treated for. (O-4)*

*I also think that condoms should be passed out free of charge. (E-5)*

### **Personnel With AIDS Should be Isolated**

*AIDS is a fatal disease. Those with it should be isolated from society. Though the risk of getting it from casual contact are remote, lung infections, tuberculosis, and other diseases that AIDS infected people are more likely to contract make them unwanted in the work place and a danger in a first aid or combat injury situation. The virus masks itself so well that people infected with the virus might not show symptoms for 8 months to a year. Don't fool with it! (O-5)*

### **Behavioral Factors Related to AIDS**

#### **Heterosexual Behavior**

*If she is not your wife, leave her alone and you won't get AIDS. If he is not your husband, leave him alone and you won't get it. Drugs/needles and Navy do not mix. Leave them alone and AIDS will leave you alone. (E-5)*

*I think we need to reestablish basic principles in the Navy which sends this kind of message. It is not OK to be gay and have sex in every port. (O-3)*

*I have been told by medical personnel that while being stationed in Korea, getting AIDS is unlikely because Korea does not have a serious AIDS problem and the local club girls are carefully screened. However, because of the threat of AIDS, using condoms should diminish this threat. (E-5)*

*I am married. I do not give blood any longer and I do not take drugs. In short, I am not worried about AIDS from sex with my wife and I do not cheat on her. (E-6)*

*I think AIDS is the result of the game of odds this society has been playing with free sex and poor hygiene for the last 30 years. It has never surprised me that this would come of it. I have no problem abstaining (although I used to be quite active sexually with several partners before I got married) from sex. I think AIDS is easily controlled by using common sense when picking sexual partners, and engaging in sexual practices that are on the straight and narrow. AIDS education is simple: self-control and abstinence. I did it—so can others. (E-6)*

*The Navy's policy on AIDS has, in my opinion, something to do with the fear towards AIDS. We have had, to my knowledge, 5 people kicked out for being gay (within a year). This, along with the*

*idea that AIDS is a gay disease, instills a kind of prejudice that isn't helping heterosexuals with AIDS. (E-4)*

### **Homosexual Behavior Also Leads to AIDS.**

*The true problem is lack of moral fiber in our country. Homosexual behavior and drug use should not be tolerated in the Navy. (O-2)*

*The rank and file Naval personnel still have archaic attitudes toward homosexuals and AIDS. (E-4)*

### **Drug Use**

*Drug use should not be tolerated in the Navy. (E-6)*

*Drugs/needles and Navy do not mix. Leave them alone and AIDS will leave you alone. (E-5)*

### **Suggested Alternatives**

*I believe that alternatives to drinking and bar-hopping, such as campaigning for any kind of tours in the local area with folks from that area, or a big push for the local USO with dances, would get a control on the subject matter. This, plus maybe making a film of an AIDS ward at a hospital and a portion of the film would include the family members who are left behind. (E-7)*

*AIDS education in the Navy is so very important, especially for afloat commands. I have personally visited many countries overseas. As a young seaman recruit, all I heard about was how "fun" certain places were, however, the "fun" was not referring to sight seeing activities and this all from senior leadership. My questions to you is "how can effective awareness take place when the particular activities that cause AIDS are practically endorsed by all?" approach should be taken, is it enough to educate about the dangers of AIDS or should more be done? Yes, is my response, starting with the removal of known AIDS infected countries from Ports of Call. To keep men out for many days, weeks, and even months and then deposit them in a place that caters their every desire is inherently dangerous. I think the Navy has to step back and seriously examine this practice. If someone commits murder with a gun I provided for his use, am I as guilty as he? The same predicament exists because the Navy is providing the weapon, but not actually committing the crime. Where do you draw the line? (E-4)*

### **Miscellaneous**

#### **Comments not Subsumed Under Other Categories**

*More education and passing out condoms before port call is not an answer, it only makes it worse and it tells them its OK instead of having no sex and make them buy their own condoms if they want to have sex. (E-6)*

*The answers I marked "possibly will" are unlikely but the fact is that this nasty disease can be present in blood, before the incubation period, and will not show up on a test. Patients should be aware of this before accepting blood for any reason. (E-7)*



*I feel that a lot of military persons are in danger of being exposed to AIDS because of peer pressure, the Navy slogan "a woman in every port," being away from their spouses so much, and not being careful when they do "mess around." I don't feel bad for the stupid people, I feel bad for the "faithful" spouse that may suffer from this other person's stupidity. (E-4)*

*American Red Cross has an HIV/AIDS education/educator program—would do very well for training the military and military trainers/instructors for HIV/AIDS—family service centers should have available. (O-4)*

*Medical texts and treatises on AIDS, HIV protection, detection, and symptoms handouts are OK to those who are 80% illiterate. (E-6)*

*Most of the information I have learned came from specialized publications relating to medical care practices, treatment and research. My spouse used to work in a medical laboratory and I go out there to read the most current medical findings about AIDS and the HIV-Virus. (E-6)*

*I will worry about training my kids about safe sex when the time comes. As far as catching AIDS in a restaurant, I do not eat out. If an individual collapses on the street, my naval training is 90% instinct. I will administer CPR,. I will not worry about whether the individual has AIDS. If my kids get AIDS after a blood transfusion, I will sue the doctor, hospital, and state to ensure it never happens again. Then I'd attempt to shoot the individual that signed the forms that checked the blood. (E-6)*

**Appendix H**  
**General Comments**

## General Comments

Table H-1 presents summary information of the response frequencies of the comments given in the section called General Comments. All comments pertaining to the topical sections have been integrated into their appropriate comment section. The remainder comments are below.

**Table H-1**  
**General Comments**

Category Name	Sub-Category	Response Frequency
Survey	Positive Comments	6
	Negative Comments	9
Miscellaneous	Comments not Subsumed Under Other Categories	4

Note. The total of the frequency column may exceed the number of respondents (50), because individuals sometimes addressed more than one topic in their comments.

### Survey in General

#### Positive Comments

*This survey is fine. (O-4)*

*I'm damn glad ADM. Zapp is heading the BUPERS team and is pushing for the survey. (O-6)*

*I took my time (liberty time) to fill this out, will it be read? By computer or human? I would like feedback, if possible. Some of my suggestions may be out of the question, but they are my opinion. Overall excellent questionnaire-additions: Navy evaluation and awards, basic Navy-wide programs. (E-7)*

*This questionnaire really made me think about some of the most important aspects of the Navy. I cannot think of more questions that are important and need to be asked in future questionnaires. (E-3)*

*This was a good and adequate survey. Because I am a Roman Catholic chaplain, many of the sections did not apply to me. (O-5)*

*I do not feel hampered by these questions in this survey. Honestly, I enjoy speaking up, especially in the Navy. If it were possible, I would invest much more time in this arena, but unfortunately the Navy seldom has room for those enlisted to speak out and form our point of view. (E-6)*

#### Negative Comments

*The general consensus in my work office is that this survey will be thrown away because I am a white male and my opinion doesn't count. (E-6)*

*This survey took an hour to complete. (O-3E)*

*TOO LONG!!! (O-3)*

*The survey is too long. (E-4)*

*Many of the questions asked weren't based on a military couple! (E-6)*

*Another waste of time survey! (O-6)*

*This survey took more than "a few minutes." I am pessimistic about this survey. I have seen the Navy use statistics that only benefit or make the agency conducting the survey "look good". I have even seen statistical data skewed and misinterpreted. Why don't you obtain an independent outside unbiased agency to develop and conduct your surveys? (O-4)*

*I believe this pamphlet, like the Navy, is not too concerned with the single, junior enlisted personnel in the Navy. (O-3E)*

*I feel that asking questions about your sex, race, nationality, and religion are inappropriate for any Navy questionnaire. We are all sailors, not women, men, black, white, Hispanic, or Catholic. Bottom line—those questions should not be asked if you want an unbiased opinion. I would like to see some results from these questionnaires. (E-5)*

#### **Miscellaneous**

##### **Comments not Subsumed Under Other Categories**

*Get Navy travel PSD Departments adequately manned! I get 3 days to process my claim, travel gets 3 months to process my claim! No exaggeration here. (O-4)*

*I've noticed in several areas, a larger number of sailors involved in violence—gangs, shooting, robberies. Is this a misperception on my part? I know more sailors own private firearms than I was aware of previously. I think the safety issue in this area should be addressed. (E-7)*

*I work at the national Naval Medical Center in Bethesda, MD. The working Blues uniform that we have to wear during the winter months is very uncomfortable for a few reasons. The material is very thick and stiff. I know that the Navy needs to distribute clothing that will last, but this uniform inhibits me from being comfortable while working. Secondly, having a tie around my neck along with this uncomfortable material makes me very irritable and sometimes negative towards my job and my coworkers. I'm sure I am speaking for a lot of people on this very topic. Thank you. (E-3)*

*My biggest reason for leaving the military is because of the body fat standards. Every PT test I've had in the last 3-4 years has been excellent or above. However, I've been on the mandatory PT program for the last year. I'll admit I need to lose about 20 pounds, but because of my height (or lack of it) and my small neck, I'm 35% body fat. In my opinion, if someone can pass the PT test, he or she should not have to worry about body fat. There was a TMC on my ship who could not fit down the scuttle because his waist was too big. He was only 17% body fat. He was OK?! When I weighed 125 lbs., I was still 29% body fat. I think the military needs to look at the way they measure body fat. Maybe they could use calipers or water displacement. (E-5)*

**Appendix I**  
**Acronyms Found in Report**

## Acronyms Found in Report

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<b>ABE</b>	<b>Aviation Boatswain's Mate (Launching and Recovery Equipment)</b>
<b>ABF</b>	<b>Aviation Boatswain's Mate (Fuel)</b>
<b>ABH</b>	<b>Aviation Boatswain's Mate (Handler)</b>
<b>ACP</b>	<b>Aviation Continuance Pay</b>
<b>AIDS</b>	<b>Acquired Immune Deficiency Syndrome</b>
<b>BAQ</b>	<b>Basic Allowance for Quarters</b>
<b>BAS</b>	<b>Basic Allowance for Subsistence</b>
<b>BEQ</b>	<b>Bachelor Enlisted Quarters</b>
<b>BOOST</b>	<b>Broadened Opportunity for Officer Selection and Training Program</b>
<b>BUPERS</b>	<b>Bureau of Naval Personnel</b>
<b>CCC</b>	<b>Command Career Counselor</b>
<b>CCPO</b>	<b>Consolidated Civilian Personnel Office</b>
<b>CDO</b>	<b>Command Duty Officer</b>
<b>CHAMPUS</b>	<b>Civilian Health and Medical Program for the United Services</b>
<b>CNAL</b>	<b>Commander Naval Air Force Atlantic</b>
<b>CNO</b>	<b>Chief of Naval Operations</b>
<b>CO</b>	<b>Commanding Officer</b>
<b>COLA</b>	<b>Cost of Living Adjustment</b>
<b>COMRATS</b>	<b>Commuted Rations</b>
<b>CONUS</b>	<b>Continental United States</b>
<b>CPO</b>	<b>Chief Petty Officer</b>
<b>CRF</b>	<b>Career Recruiting Force</b>
<b>CWO</b>	<b>Chief Warrant Officer</b>
<b>DANTES</b>	<b>Defense Activity for Non-Traditional Education Support</b>
<b>DC SUP</b>	<b>Damage Control Supervisor</b>
<b>DEERS</b>	<b>Defense Eligibility Enrollment System</b>
<b>DOD</b>	<b>Department of Defense</b>
<b>DS</b>	<b>Data Systems Technician</b>
<b>EAOS</b>	<b>Expiration Active Obligated Service</b>
<b>ECP</b>	<b>Enlisted Commissioning Program</b>
<b>EEAP</b>	<b>Enlisted Education Advancement Program</b>
<b>EOD</b>	<b>Explosive Ordnance Disposal</b>
<b>ESO</b>	<b>Education Services Office</b>
<b>FDA</b>	<b>Food and Drug Administration</b>

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<b>FUNC WING</b>	<b>Functional Wing Commander</b>
<b>GPA</b>	<b>Grade Point Average</b>
<b>HIV</b>	<b>Human Immune Virus</b>
<b>HM</b>	<b>Hospital Corpsman</b>
<b>JCS</b>	<b>Joint Chiefs of Staff</b>
<b>JO</b>	<b>Junior Officer</b>
<b>LES</b>	<b>Leave and Earnings Statement</b>
<b>LDO</b>	<b>Limited Duty Officer</b>
<b>LMET</b>	<b>Leadership, Management, Education and Training</b>
<b>LPO</b>	<b>Leading Petty Officer</b>
<b>MAA</b>	<b>Master at Arms</b>
<b>MEP</b>	<b>Military Examining Processing Center</b>
<b>MWR</b>	<b>Morale, Welfare, and Recreation</b>
<b>MSC(ss)</b>	<b>Mess Specialist (submarine qualified)</b>
<b>MS</b>	<b>Mess Specialist</b>
<b>NAS</b>	<b>Naval Air Station</b>
<b>NATOPS</b>	<b>Naval Air Training Operational Procedures Standardized</b>
<b>NAVLED</b>	<b>Naval Leadership School</b>
<b>NDW</b>	<b>Naval District Washington (DC)</b>
<b>NEC</b>	<b>Navy Enlisted Classification Code</b>
<b>NOIP</b>	<b>Nuclear Officer Incentive Pay</b>
<b>NRD</b>	<b>Naval Recruiting District</b>
<b>NROTC</b>	<b>Navy Reserve Officer Training Corps</b>
<b>NSGA</b>	<b>Naval Security Group Activity</b>
<b>O1E</b>	<b>Ensign (Prior Enlisted)</b>
<b>OCS</b>	<b>Officer Candidate School</b>
<b>PACE</b>	<b>Programed Afloat College Education</b>
<b>PCS</b>	<b>Permanent Change of Station</b>
<b>PG</b>	<b>Post Graduate School</b>
<b>PN</b>	<b>Personnelman</b>
<b>PRT</b>	<b>Physical Readiness Testing</b>
<b>QM</b>	<b>Quartermaster</b>
<b>RD</b>	<b>Recruiting Duty</b>
<b>SOFA</b>	<b>Status of Forces Abroad</b>
<b>SRB</b>	<b>Selective Reenlistment Bonus</b>
<b>STD</b>	<b>Sexually Transmitted Disease</b>

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<b>SWO</b>	<b>Surface Warfare Officer</b>
<b>TA</b>	<b>Tuition Assistance</b>
<b>TAD</b>	<b>Temporary Additional Duty (usually no cost)</b>
<b>TEMADD</b>	<b>Temporary Additional Duty Orders (cost)</b>
<b>TMC</b>	<b>Torpedoman's Mate (Chief)</b>
<b>TYPE WING</b>	<b>Type Wing Commander</b>
<b>USN</b>	<b>United States Navy</b>
<b>VA</b>	<b>Veteran's Administration</b>
<b>VHA</b>	<b>Variable Housing Allowance</b>
<b>XO</b>	<b>Executive Officer</b>



## **Distribution List**

### **Distribution:**

Chief of Naval Personnel (PERS-00), (PERS-00B), (PERS-00D), (PERS-013), (PERS-01JJ) (3),  
(PERS-00W), (PERS-2), (PERS-3), (PERS-4), (PERS-05), (PERS-5), (PERS-6), (PERS-11),

Chief of Naval Education and Training (Code-00), (LO1) (2)

Defense Technical Information Center (DTIC) (4)